

BILL NO. S-97-06-01

SPECIAL ORDINANCE NO. S-58-97

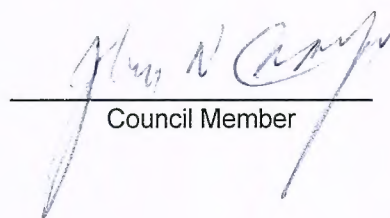
AN ORDINANCE approving City Vehicle Fleet Maintenance and Repair Contract between TECOM INCORPORATED and the City of Fort Wayne, Indiana, in connection with the Board of Public Works.

NOW, THEREFORE, BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:

SECTION 1. That the City Vehicle Fleet Maintenance and Repair Contract by and between TECOM INCORPORATED and the City of Fort Wayne, Indiana, in connection with the Board of Public Works, is hereby ratified, and affirmed and approved in all respects, respectfully for:

three year contract for maintenance and repair of City vehicles; involving a total base cost of FIVE MILLION ONE HUNDRED EIGHTY-ONE THOUSAND TWO HUNDRED SEVENTY-FIVE AND no/100 DOLLARS (\$5,181,275.00). Two copies of said Contract are on file with the Office of the City Clerk and made available for public inspection, according to law.

SECTION 3. That this Ordinance shall be in full force and effect from and after its passage and any and all necessary approval by the Mayor.


Council Member

APPROVED AS TO FORM
AND LEGALITY


J. Timothy McCauley, City Attorney

AGREEMENT

THIS AGREEMENT made this _____ day of _____, 1997, by and between the CITY OF FORT WAYNE, INDIANA, with its principal place of business at One Main Street, Fort Wayne, IN 46802, hereinafter referred to as "City", and TECOM, INCORPORATED, a Texas corporation with its principal place of business at 5608 Parkcrest Drive, Suite 200, Austin, TX 78731, hereinafter referred to as "Contractor";

The City and Contractor, for the consideration stated herein, agree as follows:

SECTION 1 - DEFINITIONS

- 1.01 **City** - Shall mean the City of Fort Wayne, One Main Street, Fort Wayne, 46802 or its authorized and legal representative.
- 1.02 **Contractor** - Shall mean TECOM Incorporated, 5608 Parkcrest Drive, Suite 220, Austin, TX 78731.
- 1.03 **Surety** - Shall mean the party who is bound with and for the Contractor to ensure the payment of all lawful debts pertaining to and for the acceptable performance of the Contract.
- 1.04 **Performance Bond** - Shall mean the form of security approved by the City and furnished by the Contractor as a guarantee that the Contractor will execute the work in accordance with the terms of the Contract and will pay all lawful claims.
- 1.05 **Contract Liaison Officer (CLO)** - Shall mean the official designated by the City to represent the City in connection with all technical and operational responsibilities and obligations under this contract, including, but not limited to, coordination with the Contractor's representative regarding priority of repairs and maintenance and purchasing of equipment. The CLO has approval authority to make routine day to day decisions on behalf of the City.

- 1.06 **Notice** - Any written notice to be given hereunder by either party to the other party shall be effected by certified mail, return receipt requested.

Notice to the Contractor shall be sufficient if made or addressed to the Senior Vice President, TECOM Incorporated, 5608 Parkcrest Drive, Suite 200, Austin, TX 78731.

Notice to the City shall be sufficient if made or addressed to the City of Fort Wayne, Division of Public Works, One Main Street, Room 920, Fort Wayne, IN 46802.

Either party may change the address for notice to it by giving written notice of such change in accordance with the provisions of this Section.

- 1.07 **Unit** - the term unit, when used herein, will include Nine Hundred Twenty-Two (922) heavy and light equipment, trucks, cars and other equipment listed in Fleet Inventory listing contained in the Attachment A or other vehicles and equipment added by mutual agreement by the parties during the term of the contract.
- 1.08 **Fleet** - Shall mean all or such portion of the nine hundred twenty-two (922) units listed in vehicle inventory listing or other vehicles and equipment added by mutual agreement by the parties during the term of the contract.
- 1.09 **Good Fleet Management Practice** - Shall mean that fleet management practice generally recognized as the optimum by fleet operators for obtaining the maximum functional and economic utility from fleet units during an assumed optimum period of retention.
- 1.10 **Downtime** - Shall mean the percentage of time a piece of equipment is unavailable for use due to a need for repair or preventive maintenance work. Downtime is calculated as follows:

number of hours unit is not available for use

24 hours per day

Downtime begins when the unit is brought to the garage for repair work that is authorized or when a call is received that the unit requires towing to the garage for authorized repair work.

Downtime ends when the department to which the unit is assigned to is notified that the unit is available for service. Downtime does not include the time to make repairs necessary as a result of vehicle abuse, accidents, vandalism or Acts of God.

1.11 **City Administrator** - Shall mean the City's Director of Public Works or designee.

SECTION 2 - CONTRACTOR'S RELATION TO THE CITY

2.01 **Contractor as Independent Contractor** - It is expressly agreed and understood that the Contractor is in all respects an independent Contractor as to the work and is in no respect as agent, servant or employee of the City. This Contract specifies the work to be done by the Contractor, but the method to be employed to accomplish the work shall be the responsibility of the Contractor.

2.02 **Subcontracting** - Contractor may subcontract services to be performed hereunder with the prior approval of the City, which approval shall not be unreasonably withheld. No such approval will be construed as making the City a party to such subcontract, nor subjecting the City to liability of any kind to any subcontractor. No subcontract shall, under any circumstances, relieve the Contractor of its liability of any kind to any subcontractor nor relieve the contractor of its liability and obligations under this contract; and despite any such subcontracting the City shall deal through the Contractor, and subcontractors will be dealt with as workmen and representatives of the Contractor.

2.03 **City Representative** - Shall mean the designee appointed by the City unless provided otherwise elsewhere in this Contract. Only the Fort Wayne Board of Public Works can bind the City to any modification or amendment to this contract. Any decision that impacts the price or delivery of services under this agreement requires a contract

modification. The Contract Liaison Officer shall decide any and all questions which may arise as to the quantity, character and quality of services performed or to be performed to this Contract.

- 2.04 **Inspection of Work** - The Contractor shall furnish the Contract Liaison Officer or his/her authorized representative with every reasonable opportunity for determining whether or not the work is performed in accordance with the requirements of the Contract. The Contract Liaison Officer may appoint qualified persons to inspect the Contractor's operations and equipment, and Contractor shall permit these authorized representatives to make such inspections at a reasonable time and place.
- 2.05 **Term of Contract** - The initial term of this Contract Agreement shall be for a period of three (3) years.
- 2.06 **Option to Extend** - This Contract may be extended by the City year to year in 2 additional one year increments provided that the Contractor has established a satisfactory record of performance and a budget for each extension term has been mutually agreed upon by the parties. The City must give due notice in writing to the Contractor of not less than 90 days notice prior to the end of the contract, of its intent to terminate or extend the agreement. In the event the termination date is beyond the expiration of the agreement, the parties can extend the terms of the existing agreement to a date not to exceed the termination date.
- 2.07 **Contractor Notice of Intent Not to Renew** - If the Contractor chooses not to renew the agreement upon agreement expiration, the Contractor is required to provide the City a written notice of such intent at least six (6) months before the expiration of the agreement. Should the Contractor fail to provide timely notice, the City reserves the right to require continued performance of the agreement by the Contractor under the terms of the agreement for a period of up to six (6) months from receipt of a written notice of intent or from the date of expiration of the agreement, whichever comes first.

- 2.08 **City Ordinances** - Nothing contained in any ordinance, statute, law or regulation of the City hereafter adopted, pertaining to the management of the fleet and unit maintenance shall in any way be construed to affect or alter the duties, responsibilities, and operation of the Contractor in the performance of the terms of this contract, unless any such change is agreed to in writing by both the Contractor and the City.
- 2.09 **Contingent Upon Funding** - This Contract is contingent upon the City Council of the City of Fort Wayne appropriating the necessary funds in each annual budget of the City of Fort Wayne. In the event such funding is not provided for, the City may terminate this Contract effective at such time that the funding so ceases or determination is made and compensation due to the Contractor shall be adjusted according to the date of such termination.
- 2.10 **Performance Standards** - The Contractor shall perform the required services set forth in its proposal to the City and shown on figure 2-9, page 2-77 of same.
- 2.11 **Right to Require Performance** - the failure of the City at any time to require performance by the Contractor of any provisions hereof shall in no way affect the right of the City thereafter to enforce same. Nor shall waiver by the City of any breach of any provisions hereof be taken or held be a waiver of any succeeding breach of such provisions itself.
- 2.12 **Extraordinary Occurrences** - It is agreed that in no event shall the City or Contractor be liable or responsible to each other or to any other persons for damages resulting from deficiencies or delays in work herein provided for, where such deficiencies or delays result from Acts of God, fire, or any other cause not within the control of the City or Contractor. Contractor recognizes the essential nature of the services to be performed hereunder and will use its best efforts to discharge its functions despite such extraordinary occurrences. In the event of such occurrences, Contractor and City agree to negotiate any appropriate adjustment, if any, to the approved budget price herein.

- 2.13 **Deficiencies in Service** - In the event the Contract Liaison Officer determines there are deficiencies in the service and work provided by Contractor, the City Representative shall notify Contractor in writing as to the precise nature of any such deficiencies. Within ten (10) working days of receipt of such notice, Contractor shall correct or take reasonable steps to correct the deficiencies complained of, including, if necessary, increasing the work force, tools, and equipment or modifying the policies and procedures used by Contractor in performing services pursuant to this Contract. If the Contractor fails to correct or take reasonable steps to correct the deficiencies within fifteen (15) working days, the City may declare the Contractor in default and invoke the provisions of 2.13 herein.
- 2.14 **Disputes** - In the event of any controversy, claim or dispute as to the services and work performed by the Contractor, or the construction or operation of or rights and liabilities of the parties under this Contract, each such question shall be submitted to the City Administrator for resolution. The party wishing to submit a matter to the City Administrator shall do so by written notice to the other party and to the City Administrator which shall specify the nature of the controversy, claim, or dispute. The City Administrator shall schedule a hearing within fifteen (15) days of such notice, at which time both parties shall present their positions. The City Administrator shall render a decision within seven (7) days after the date of the hearing. However, in the event either party disagrees with the decision of the City Administrator, that party shall have the right to litigate the matter arising out of or relating to this agreement, or breach thereof, by arbitration within the rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrators may be entered into any court having jurisdiction thereof.
- 2.15 **Termination** - In addition to the provisions of Section 2.08, the City may terminate this Agreement if the Contractor becomes insolvent or becomes a debtor under Title 11 of the US Bankruptcy Code. A parties insolvency, or voluntary or involuntary bankruptcy, shall not constitute prospective unwillingness and/or inability to perform nor a repudiation of this agreement unless the party fails to give a timely and adequate

assurance of its ability to perform. If a party is unable to give adequate assurance, the other party may terminate the Contract with thirty (30) days written notice. If the Contractor fails to perform, or fails to perform in a satisfactory manner, or fails to perform in accordance with applicable ordinances, the City shall have the right to demand in writing adequate assurance from the Contractor that steps have been taken to rectify the situation. The Contractor must within seven (7) days of receipt of such demand return to the City Board of Public Works or their designee a written statement that explains reasons for non-performance or delayed, partial or substandard performance during that period and any continuation thereof. The Contractor also has available to him the option to appear with an explanation before the City Council. Upon Contractor's statement or the failure of the Contractor to submit one, the City may, except under conditions of Force Majeure, upon recommendation from the Board of Public Works, terminate this contract with 2/3 vote of the Council.

- 2.16 **Transfer of Operations** - In the event the Contractor defaults by failing to begin service at the time specified or discontinues a material portion of the service provided for by this Contract, the City may, at its election and upon 10 working days prior written notice to Contractor, take possession of all equipment and facilities used by the Contractor in connection with this Contract and operate and use the same in the performance of the services described herein. The Contractor agrees to surrender peacefully said equipment and facilities upon receiving an itemized receipt from the City for said items, and to cooperate to the extent necessary to enable the City to take over and carry out the services herein described. All payments by the City, except those for services satisfactorily performed or costs incurred and reimbursable to the Contractor pursuant to this Agreement, shall cease, except that the City agrees to purchase Contractor's equipment, or, during the pending of any dispute, to pay a reasonable rental for use of the Contractor's equipment. The Contractor agrees that in the event it disputes the City's right to invoke the provisions of this Section, it will not seek injunctive or other similar relief, but will either negotiate an adjustment of the matter with the City or seek, as its remedy, monetary damages in a court of competent jurisdiction.

- 2.17 **Assignment** - The duties and obligations assumed by the Contractor are not transferable or assignable without prior consent by the City, which consent shall not be unreasonably withheld.
- 2.18 **Incorporation of Documents** - This contract hereby incorporates by reference City of Fort Wayne's RFP and Addenda, hereinafter called "RFP", and the Contractor's Proposal to provide fleet management and maintenance services hereinafter called "Proposal" all of which are attached hereto. In case of a conflict between the terms of the RFP, the Proposal or the text of this Contract, the text of the RFP shall govern.

SECTION 3 - COSTING METHODOLOGY

- 3.01 **Approved Budget and Maximum Price** - The "Approved Budget", which shall be the Contractor's operating budget for each year of this Contract, shall include the following cost items:

- Personnel costs;
- Parts, supplies, outside services;
- Overhead expenses; and
- Corporate administrative costs and fees.

The Approved Budget for the initial contract period is \$1,681,254 (One Million Six Hundred Eighty-One Thousand Two Hundred Fifty Four Dollars). The maximum annual costs to the City shall be the Approved Budget. Such budget and maximum cost amounts may be adjusted by mutual agreement during the course of the Contract based upon criteria set forth herein.

- 3.02 **Personnel Costs** - Personnel costs will include wages, salaries, fringe benefits, payroll taxes, mechanic and management incentive program costs and overtime costs. Non-Target overtime work shall be authorized only for emergency or other directed work.
- 3.03 **Parts/Supplies/Outside Services** - Contractor will provide all parts, supplies and outside services as the items or services are required. No markup will be added to the

Contractor's net cost for the items or services charged to the City. Cost for parts, supplies, materials and outside services are included in the target cost except as specified in 3.07. Contractor shall use local vendors whenever possible.

3.04 Overhead Expenses - Overhead expenses will include such items as office supplies, uniforms, bonding, insurance, computer costs and copying costs. All overhead expenses are included in the target cost. No markup will be added to the Contractor's net cost for the items or services charged to the City.

3.05 Reserved

3.06 Capital Expenditures - Any and all capital expenditures by the Contractor for units, equipment or other capitalized items, in connection with the services and work to be provided by Contractor hereunder, shall be recommended and approved by the City as part of the agreement. These items will be added to the inventory of items that are the responsibility of the Contractor as they are put into service. The City will periodically replace equipment, tools valued at more than \$1,000.00, computer hardware, service vehicles, or furniture as needed. The Contractor will be responsible for security of all City properties and assets designated for its use or management.

3.07 Additional Reimbursable Items - Costs incurred for unit repairs necessitated as a result of user abuse, vandalism, and accident damage during the life of the Contract shall be treated as Non-Target cost items. Major component failure (such as engine, transmission, power train and other assemblies and systems considered to be major components) during the first six (6) months of providing services hereunder will be negotiated by the CLO and the Contractor for determination as to Non-Target or target costs. Non-Target costs will be directly reimbursable to the Contractor by the City.

3.08 Cost Incentive - In addition to the Contractor's costs and fee, the Contractor shall receive forty percent (40%) of any aggregate annual savings to the City on the Approved Budget for each fiscal year. Aggregate annual savings shall be defined as the difference between

a lower twelve (12) month actual cost to the City and the amount of the Approved Budget as stated in Section 3.01. In the event actual aggregate annual costs to the City exceed the Approved Budget amount such additional costs shall be borne totally by the Contractor.

3.09 Liquidated Damages - The Contractor will pay the City liquidated damages for performance that falls short of specified performance standards as stated in Section 7 of the RFP or table 2-9 of the TECOM proposal, (whichever is greater), and will receive compensation for performance that exceeds specified standards. The Contractor will pay liquidated damages or receive compensation each month for variation from specified performance as follows:

Turnaround time	Within 24 hours	1 point for each percentage point above or below the performance standard per vehicle class
	Within 48 hours	1 point for each percentage point above or below the performance standard per vehicle class
Availability		1 point for each percentage point above or below the performance standard per vehicle class; 2 points for police vehicles; 4 points for snow vehicles during winter months

At the end of each month, the City will tally the points assessed to the Contractor, and then compute the amount of liquidated damages or compensation that are owed by or to the Contractor. The Contractor will identify each incident of rework required due to Contractor fault, and will be charged 2 points for each incident. The monthly Contractor invoice will be adjusted to reflect liquidated damages or compensation assessed for the month.

3.10 Adjustments to the Approved Budget

- A. Annual Adjustments** - The Approved Budget, including Contractor's fee, shall be adjusted for the second and subsequent years of the Contract as referenced by our proposal reflecting a 3% increase for the CPI-U index referenced from the RFP. This applies only to specific items which will be subject to inflationary pressure-such as direct wages, parts, office and computer supplies. This does not include an inflation factor for management fee, employee benefits, or other cost elements.
- B. Changes in the Size or Mix of the Fleet** - The Approved Budget shall be adjusted to correspond to increases or decreases in the fleet size or the type of equipment in each class if such changes are at least five (5%) percent. These adjustments shall be made semiannually, based upon a vehicle equivalent basis.
- C. Unusual Costs** - Contractor may petition the City for an adjustment to the Approved Budget at reasonable times for unusual changes in Contractor's cost of doing business (such as regulatory changes). For purposes of this Section, "unusual changes" shall mean items not covered by this Agreement which occur through no fault of the Contractor; the term shall not include price increases arising in the ordinary course of business. The amount of any adjustment to this Section shall be negotiated by the City and the Contractor.

SECTION 4 - INVOICING AND PAYMENT

- A. Frequency-** The City will accept one invoice per month in payment for Target Services. In addition, the City will accept one invoice per month for costs incurred for Non-Target Services provided during the preceding month or not previously invoiced. Each Target invoice will be adjusted as appropriate for performance rewards/liquidated damages, and for any costs incurred directly by the City for Target Services.
- B. Invoices for Target Services-** Invoices will be in a format which will distinguish costs for each City user department. Invoices for Target Services will include appropriate

backup material for all reimbursable items. All costs invoiced for Target Services, except for fees, shall be actual net costs as paid by the Contractor. The first month's invoice for Target Services plus fees shall not exceed 1/12 of the Target Cost. The Contractor's costs which exceed 1/12 of the Target Cost in any one month may be invoiced to the City in a subsequent month within the current contract year to the extent that the cumulative invoices for the current contract year-to-date do not exceed the portion of the contract year completed. For example, the total year-to-date charges through the fourth month of a contract year shall not exceed 4/12ths of the Target Cost.

- C. **Invoicing for Non-Target Services-** Invoices for Non-Target Services must include line item documentation of costs incurred (e.g.; wages, parts, subcontractor services, etc.) as well as documentation of City authorization to incur Non-Target Costs. Within each Non-Target category, individual repair order numbers with associated labor charges, parts costs, and subcontracted services will be delineated. Non-Target invoices will be grouped by City user department.
- D. **Payment of Invoices-** The City will pay the Contractor within thirty (30) days of the City's receipt of an acceptable invoice. The City will pay the Contractor for all items invoiced over which there is no dispute so that payment for undisputed items is prompt. Payment for disputed items will be made when disputes are resolved. In the event invoices are not paid within thirty (30) days, interest will be charged on each invoice at the rate provided under Indiana statutes.

SECTION 5 - AUDITING PROCEDURES

- 5.01 **Access to Books and Records -** Upon prior notice to the Contractor's Project Manager, the Contractor shall provide the City's authorized representatives access at all reasonable times to all Contractor's electronic and hard copy data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, and memoranda of every description pertaining to work under the Contract. When requested, the Contractor shall provide

the City's authorized representative cost verification for work performed under the Contract.

SECTION 6 - STAFFING PROVISIONS

6.01 General - Contractor shall have the responsibility for selecting personnel to perform the services to be provided hereunder, subject to the requirements of the RFP. The City will not direct or supervise employees of the Contractor nor any Subcontractor.

6.02 Manning Changes - Change of the Contractor's Project Manager shall be subject to the reasonable approval of the Contract Liaison Officer.

The City reserves the right to request the dismissal of any Contractor employee whose performance or actions are obviously detrimental to the program.

6.03 Benefits Program - The Contractor will have sole responsibility for determining and providing the employee benefit programs which shall be used for Contractor's employees. Said benefits program will be essentially equivalent to those offered in the local labor market for similar skills.

6.04 City Benefits - The Contractor's employees shall not claim any City right or benefit as a condition of their employment in the performance of this Contract.

The City hereby represents to the Contractor that preexisting City benefit plans for City employees involved in fleet service and maintenance activities will terminate prior to their employment by Contractor, and Contractor will have no liability or obligation of any kind for any such benefit plan. The City agrees to defend, indemnify and save harmless Contractor from and against any and all claims, actions, demands or liabilities to or for any such former City employees for damages, including reasonable attorney's fees and costs, resulting from and accrued under such City benefit plans, or the termination thereof.

- 6.05 **Compliance with Laws** - The Contractor shall comply with all applicable Federal, State and City laws relating to wages and hours, and all other applicable laws relating to the employment or protection of employees, now or hereafter in effect.

SECTION 7 - QUALITY OF SERVICE

- 7.01 **General** - The direction and supervision of fleet management and unit maintenance service shall be by competent personnel, and the Contractor shall devote sufficient competent personnel, time and attention to the direction of the operation to assure satisfactory performance.
- 7.02 **Cooperation of Contractor Required** - The Contractor shall cooperate with the CLO and other authorized representatives of the City in every reasonable way in order to facilitate the progress of the work contemplated under this Contract. The Contractor shall have at all times a competent representative on duty authorized to receive orders and to act for it.
- 7.03 **Guarantee of Performance** - The Contractor shall be required to furnish a surety bond in the amount of fifty (50%) percent of the Approved Budget for each contract year as security for the satisfactory performance of the Contract.
- 7.04 **Compliance with Laws and Regulations** - The Contractor hereby agrees to comply with all applicable federal, state and City ordinances, resolutions and regulations. The Contractor and its surety shall indemnify, defend and hold harmless the City, its officers, representatives, agents and employees against any claim or liability arising from or based on the violations of any such law, regulation, ordinance, order or decree, whether by the Contractor or its employees, agents or subcontractors occurring during the performance of services pursuant to this Contract.

In accordance with 3.10C, the Contractor may petition the City for any increase in cost resulting from changes to laws and regulations enforced or implemented after the Contractor has assumed operations hereunder.

SECTION 8 - INSURANCE

The Contractor shall provide and maintain the insurance required under the RFP unless modified by mutual agreement between the City and the Contractor.

SECTION 9 - SCOPE OF SERVICES

9.01 **General** - The Contractor shall provide preventive maintenance, remedial repairs, overhaul, mobile service, fleet management and such other closely allied services as may be required to assure the continuity of effective and economical operation of City units as described in the Exhibits.

9.02 **Preventive and Related Maintenance Services -**

- A. The Contractor shall develop and implement for the City a program to provide preventive maintenance (PM) services for all vehicles to the satisfaction of the City. The PM program shall be designed in accordance with professionally recognized good fleet management practices and principles and shall meet or exceed the terms and conditions necessary to comply with the original manufacturers' specifications, warranties and recommendations. The PM services performed shall be accomplished as prescribed in the proposal, but shall be subject to change as suggested by the Contractor if approved by or as revised by the City.
- B. PM services and service intervals shall meet or exceed manufacturers' recommendations for such services. Repairs and preventive maintenance shall adhere to a priority schedule as developed by the City to ensure the availability of essential equipment. The

program is subject to approval and modification by the City Administrator through the CLO.

- C. As part of commissioning a newly acquired vehicle, the Contractor, CLO and the responsible department director shall jointly review and establish the PM program to be implemented and accomplished to that vehicle; provided, however, that in the event of conflict as to the formulation of the program, the decision of the CLO shall prevail.
- D. The Contractor will be responsible for all contact with the City regarding vehicle PM scheduling without initiation, intervention or routine involvement or oversight by the City. The Contractor has the obligation to notify users to schedule and arrange to transport units and park them in the garage area so that required maintenance can be performed. PM should interfere minimally, if at all, with normal City work schedules. Therefore, the accomplishment of PM will be scheduled at times mutually agreed upon by the Contractor and the responsible department director.
- E. The timely performance of PM is incumbent upon the Contractor for all vehicles. When a unit user fails to respond to the second notification for scheduled preventive maintenance work and fails to deliver his/her unit for general or preventive maintenance services, the Contractor shall advise the Contract Liaison Officer in writing.
- F. The Contractor shall arrange and schedule inspections and testing by a Certified Inspection Contractor for vehicles designated by the City as personnel lift devices, in accordance with State, Federal and local standards. Inspections shall be performed at a minimum of one (1) time each calendar year. A written report certifying the findings shall be provided by the Contractor to the responsible department director and a copy of the report shall be included in the individual vehicle files maintained by the Contractor.

9.03 Repair Services - The Contractor will perform all routine repairs on the City's fleet either in the current facility or through outside vendor sub-contractors. Repairs defined as non-routine are outlined in the Non-Target section of the proposal and the RFP. In addition

to these, however, repairs which are estimated to cost in excess of \$750 for light-duty vehicles (i.e.; under 10500 GVW), \$1,000 for police and heavy duty vehicles, \$1,500 for off-road equipment or for any vehicle or price of equipment when the repair cost is greater than the fair market value of the unit, must be analyzed by the Contractor to determine the repairs' cost effectiveness and be approved by the City. No such repairs will be initiated without specific written approval from the Contract Administrator. When a unit's replacement is deemed to be more cost-effective than repair, the Contractor agrees to provide written recommendation to the City for said replacement.

9.04 Emergency Road Service -

- A. The Contractor shall provide twenty-four (24) hour/7 day emergency road service and towing for all vehicles within a prompt response time subject to distance and driving conditions. The Contractor shall have persons on call to expeditiously handle vehicle breakdowns. During the hours of 12:00am to 7:00am, the response time will not exceed one hundred twenty (120) minutes with consideration of travel time under normal driving and weather conditions. Response time during normal hours will be sixty (60) minutes.
- B. For vehicles which cannot be brought into the Garage for maintenance or service, the Contractor shall provide mobile service on location. When contacted, the Contractor shall insure that qualified mechanics are available to respond to major public safety incidents as determined by the City.

9.05 Quick Fix Services - The Contractor shall provide a Quick Fix Service function for light repairs of less than one (1) hour's duration when the vehicle operator chooses to wait for the service. Quick Fix Service will be offered during the City's normal business hours. Vehicle to be repaired under the Quick Fix service function will be expedited to a high priority service order unless otherwise directed by the CLO.

- A. The Contractor shall administer all warranties, for the vehicles, for parts and for the machinery and tools associated with maintenance and repair of the vehicles. The Contractor shall seek authorization from various vehicle manufacturers to perform warranty work on City vehicles. Such work if authorized by the manufacturer, will be reimbursed to the Contractor by the manufacturer and the City will be held harmless by the Contractor from payment for such work. Payments and adjustments received by the Contractor for warranty work shall be credited to the responsible department's account and the responsible department director shall be notified of such transactions.
- B. The Contractor shall assist the responsible department director to ensure that all newly acquired vehicles meet or exceed the specifications set forth in the City's RFP and specifications.
- C. All determinations as to whether downtime results from a required re-repair for a parts failure which solely results from a defective part shall be made after a mechanical diagnosis of the part; provided, however, that the responsible CLO's concurrence must be obtained in such determinations. Re-repair of defective parts is a target service.

Re-Repair - Contractor guarantees and warrants that all services performed under this contract will be free from defects in material and workmanship and will conform to the requirements of the contract for 90 days or 4,000 miles, whichever comes first.

Specific major repairs are guaranteed by TECOM as follows:

- Tune-ups - 6 months/6,000 miles
- Component replacements (alternators, starters, engines, modules, etc.) - 3 months or 3,000 miles, unless manufacture's warranty is longer or shorter
- Brake Jobs (other than Emergency vehicles) - 12 months/24,000 miles
- Brake Jobs (Emergency vehicles) - 4 months/6,000 miles

- Rebuilt transmission and transaxles (with or without converters) - 6 months/6,000 miles
- Engine overhauls/replacement - 12 months/12,000 miles

If a manufacturer's warranty for new or rebuilt components is longer or shorter than those stated above, the manufacturer's warranty period will be applied.

9.08 Outside Repair Services -

- A. The Contractor and CLO shall be responsible as agreed for arranging and managing the conduct of outside repairs which cannot be performed economically or proficiently in-house because cost or lack of appropriate tools or equipment. The Contractor shall be responsible for continuing review of the need for specific outside repairs as opposed to performing such work. These outside repairs may include body work and painting, glass replacement, transmission overhaul and repair, radiator work, and such other work as can be utilized to result in minimizing costs. Only those repair services specifically enumerated in the Agreement shall result in additional costs to the City. All paperwork, invoicing, quality control, vehicle movement, vehicle security and similar services shall be the responsibility of the Contractor.
- B. Costs for City - authorized outside repairs, which are outside of the scope of this Agreement, will be reimbursed directly to the Contractor by the City.

9.09 Vehicle Preparation Services -

- A. The Contractor shall prepare newly acquired vehicles for service, unless otherwise directed by the CLO. Preparation shall include, but not be limited to, inspections, cleaning and installation of standard accessory equipment. Transfer of special machinery and tools from old units to new units is a Non-Target service.

- B. **Vehicles to be sold or otherwise disposed of shall be prepared for disposal by the Contractor.** Preparation shall include, but not be limited to, removal of tags, radios, decals and special machinery and tools, cleaning interior and exterior, and paperwork associated with decommissioning and disposal of each vehicle. The City will retain responsibility for disposing of surplus vehicles

9.10 **Accident Administration** - The Contractor shall be responsible for the processing of accident repairs including, but not limited to, obtaining appraisals, obtaining repair bids, transportation of vehicles to and from repair sites, enhancing repair quality and timeliness, administration (including payment of invoices) and coordination with the City's Risk Management Department. Three (3) competitive bids shall be obtained, as directed by the City, for accident repairs. The Contractor's expenses in securing accident repairs shall be included in the Approved Budget. Accident repair cost are not included in the Approved Budget and will be reimbursed directly to the Contractor by the City.

9.11 **Other Vehicular Services -**

- A. **Motor Pool Vehicles** - The Contractor will maintain all motor pool vehicles as provided by the City. The City will administer and manage the use of said vehicles.

- B. **Fuel** - The City will purchase all fuel for the operation of the fleet. It will be the responsibility of the vehicle user to fuel the vehicle. The Contractor will be responsible for fuel management services as set forth in Paragraph 5.4 of the RFP.

9.12 **Directed Work** - The City may direct the Contractor to perform additional tasks under the terms of this Agreement. The Contractor shall perform such assignments in accordance with a schedule, level of effort and price which is mutually agreed to by the parties. Cost of such assignments shall not be included in the Approved Budget (e.g. Target Cost) and shall be invoiced to the City only once each month.

- A. The Contractor shall procure, stock and furnish all parts and supplies required to maintain and repair the vehicles. All parts installed on vehicles shall be identified by the Contractor by part number and cost on the work order.
- B. The Contractor shall furnish parts and materials at the Contractor's actual cost. The Contractor's cost is defined as the actual invoice price submitted by parts vendors for payment from the Contractor. The parts vendor's invoice prices shall reflect all trade and cash discounts as well as volume and special incentive discounts received by said parts vendor. The Contractor shall fully assist the City in its efforts to verify quality and cost of parts and materials.
- C. The Contractor shall use the City of Ft. Wayne's computer system and software to monitor and control parts inventory and usage. At a minimum, the computer system shall be capable of generating a complete inventory by part number and average part cost, a usage rate history for each part normally stocked and a listing of parts on order or to be ordered. The system used shall provide a complete, unalterable audit trail for all parts transaction for use by the City auditors and other purposes.
- D. The Contractor shall assure that the quality of all parts purchased for the City shall be brand name quality that met or exceed manufacturer standards and specifications. The City may reject After-market parts not meeting manufacturer's specifications and may require the Contractor to refrain from purchasing the questioned brand if quality is suspected or if repeat repair records indicate premature failure of components.
- E. Thirty (30) days prior to the contract start a physical inventory of the parts shall be taken jointly by the Contractor and the City to establish the value, quantity and usability of the inventory.
- F. The Contractor shall purchase from the City all active (usable) parts and supplies assigned to the City's fleet. Inventory, agreed by the parties as being obsolete, will not be included in determining inventory value. The City shall receive a payment for the usable parts inventory in the form of credits on the invoices submitted by the Contractor to the City. These credits will be given by the Contractor in favor of the City in equal installments during the first twelve (12) months of this Agreement. At the end of said

period upon the receipt of all credits due to the City, the entire amount will have been paid and the debt discharged. A complete physical inventory will be made by representatives of the City and the Contractor prior to the effective date of this Agreement. Upon acceptance of the inventory, the Contractor shall be totally responsible for parts accountability and security. The Contractor shall own and manage the parts inventory and the Contractor shall provide quality parts in a timely and cost effective manner for all vehicle service activities to be accomplished under the provisions of this Agreement.

Obsolete parts that have been deemed unusable or in excess of the current fleet needs will be retained by the City. TECOM will administer the disposal of these parts by conducting surplus auctions, returning parts to the original vendor for credit/partial refund and by contacting local auto parts stores who may wish to purchase quantities of these parts at a discount. TECOM will dispose of these parts on a shared cost recovery basis. All sales and return credits will be documented with the amounts recovered and forwarded to the City. TECOM and the City will share in a 80%-20% split basis with the 20% being paid to TECOM for its disposal effort.

- G. The City shall purchase all usable parts from the Contractor at cost at the time this Agreement expires or is terminated.
- H. Within thirty (30) days of the termination or expiration of this Agreement, the Contractor and the City shall jointly undertake a closing inventory of all parts and supplies, which shall establish the value of the usable inventory based on Contractor's acquisition cost. Obsolete inventory will not be included in determining inventory value, and disposal of obsolete inventory will be the responsibility of the Contractor. The Contractor's inventory of usable parts and supplies will be purchased by the City at cost. Payment will be made within thirty (30) days from the date of completion of the joint inventory.
- I. During the initial term of the Agreement or any extension hereof, the City shall have the obligation to notify the Contractor of new unit purchases and old unit retirements at

least ninety (90) days prior to the anticipated delivery or retirement date so that inventory levels can be adjusted and potentially obsolete parts sold.

9.14 Waste -

- A. The Contractor shall dispose of all trash and all other wastes resulting from or generated as a result of performing the services for under the terms of the Agreement. All disposal and disposal related activities shall be in accordance with Federal, State and local laws and regulations. The Contractor shall provide training to and management of employees working with hazardous materials in accordance with laws and regulations. The Contractor shall obtain all necessary permits to include, but not limited to, those permits necessary for transporting, storing, handling and disposing of any waste or in any way relating to the waste. The Contractor shall hold the City harmless for any and all actions or omissions of the Contractor relating to any waste processing, transporting, storing, disposal or other activity relating to the waste. Contractor will provide an approved written hazardous materials communications program.

9.15 Investigation Services - The Contractor shall assist the City with technical investigations and inspections related to the vehicles when requested. Such investigations may relate to accidents or other issues involving matters of a technical nature such as assessment of vehicles being considered by the City for purchase or lease.

9.16 Emergency Situations/Operations - The Contractor shall mobilize its shop and provide repair and maintenance services for the duration of any and all emergency situations such as floods, snow storms or any and all other emergencies as declared by and at the discretion of the City Administrator. Such service shall include, but not be limited to, adequate staffing to ensure continued operations of vehicles designated as emergency vehicles by the City at a level and for the period of time determined to be required by the City. Such circumstances may occur during hours outside normal hours of operation and can involve any number of employees, equipment and vehicles. Costs incurred during emergency situation shall be billed to the City as services over and above the

Approved Budget according to the pricing methodology set forth in the Contractor's proposal.

- 9.17 **Purchases** - The Contractor will assist the City in preparing vehicle purchase specifications and verification thereof upon delivery for any additional or replacement units.

SECTION 10 - RECORDS

Contractor agrees to maintain the City provided hardware and software for a permanent, detailed, automated record system for each vehicle and vehicle category. Contractor agrees to maintain all records and data pertaining to the performance of this Agreement. Contractor further agrees to maintain one set of complete records on-site at City's location. City shall reserve the right to audit said on-site records at any reasonable time. City shall provide to Contractor, at the start of this Agreement term, the currently maintained historical data on each individual vehicle or item of equipment. Contractor agrees to maintain a complete set of service manuals for each type of vehicle, equipment or unit. City agrees to reimburse Contractor for the cost of ordering any manuals which are missing during the start of performance under this Agreement.

- 10.01 **Management Reports** - The Contractor will use the computer system provided by the City to provide information including, but not limited to, the following:

- A. Total maintenance cost to date;
- B. Maintenance cost per unit, per period;
- C. Number of shop orders; time to process; entry to completion of work on the unit;
- D. Number of units receiving preventive maintenance service;
- E. Downtime for various categories of units as designated by the City; and
- F. Inventory levels.

Contractor will provide to the City Administrator through the CLO for each accounting period a report on its operations during the period. The reports and their delivery

schedule are specified in the RFP. The RFP specifies the information to be included in these reports.

10.02 General Records and Files - To assure that both the Contractor and the City have an accurate, up-to-date record of maintenance and repairs on each City unit, the Contractor shall establish and maintain the records listed below. In addition, the Contractor must maintain a file of service manuals, lubrication charts and other pertinent information needed to properly maintain and repair the City fleet. All record and report forms must be reviewed and approved by the City prior to use.

A. **History Folder** - A history folder shall be provided for each City unit. This folder shall serve to keep all work orders in the same location and shall include pertinent data such as unit year, model and make and serial number.

B. **Preventive Maintenance Records** - The Contractor shall provide a preventive maintenance schedule and appropriate inspection forms for each level of service. The inspection forms must be completed by the mechanic doing the preventive maintenance on each unit at the specified intervals. The completed forms will be kept with the repair orders for that unit in the history folder.

C. **Repair Orders** - A repair order must be written for each unit that the Contractor works on. Jobs requiring rework must be so designated on the repair order. Repair orders will be sequentially numbers. Each repair order must be kept in sequence and accounted for. One copy will be provided to the City agency responsible for the unit. The Contractor's original must be kept in the unit history folder.

D. **Miscellaneous Records** - Other records and forms may be used by the Contractor as deemed necessary, subject to City approval.

10.03 Ownership of Records - The Contractor acknowledges that the data provided by the City or developed in the course of performing services under this Agreement are the

property of the City. The Contractor therefore agrees to provide copies of said data (in both hard copy and electronic form) to the City upon request.

SECTION 11 - FACILITIES, EQUIPMENT AND INVENTORY

11.01 Building and Maintenance - Work is to be performed in the City-owned facilities which shall be provided to the Contractor for its use while this Contract is in effect for \$1 per year in accordance with this agreement. The Facilities shall remain the property of the City. The City will provide and pay for the gas, electricity, water and sewer service to the premises. The City is also responsible for all necessary repairs, maintenance, renovations and replacements to the facilities and all systems and components thereof, including compliance with all applicable governmental rules and regulations, unless necessitated by Contractor's negligence. The Contractor shall be responsible for interior housekeeping, janitorial maintenance and supplies. The Contractor shall also be responsible for ground maintenance. The above mentioned routine facility maintenance costs shall be included in the cost target. "The Contractor shall not engage in a course of conduct which is so disruptive and destructive that damage results for which improvements or repairs must be made". The City does not warrant that the soil and any ground water under the Facilities is not contaminated with any regulated substance or hazardous waste and that regulated substances or hazardous wastes have not been and are not now being treated, stored or disposed of on the Facilities in violation of existing federal, state or local requirements. The City further agrees to complete and deliver to Contractor, within ten (10) days of final execution of the Agreement, a Disclosure Statement in form and substance acceptable to Contractor. The City shall be responsible for any environmental damage, fines, penalties, clean-up costs, and any other costs, including, but not limited to, third party liability, that may arise from leaks, seepage or spills occurring in connection with the storage or dispensing of regulated substances or hazardous wastes at the Facilities, except such damages, fines, penalties, clean-up costs or other liabilities which result from actions or omissions of the Contractor or its employees.

- 11.02 **Security** - The Contractor may change the locks on any or all the maintenance facilities and equipment leased for the duration of the contract. The Contractor shall provide duplicate keys to the Contracting Liaison Officer with identifying tags.

The Contractor shall be responsible for the security of the facility and all equipment once locks have been changed. In the event of loss of or damage to the facility or equipment, the Contractor shall make payment to the City in an amount covering said loss or damage. In order to address such possibilities, the Contractor shall obtain insurance to cover such claims and the City shall be named as a co-insured and/or beneficiary under the policy.

- 11.03 **Shop Equipment** - The City shall provide shop equipment in accordance with the City's Inventory's list, as determined by an audit conducted jointly by the parties prior to the commencement of operation hereunder. At the commencement of operation hereunder, Contractor shall determine which City supplied equipment is operable and Contractor shall be obligated to maintain such equipment in the condition in which it was entrusted to him, reasonable wear and tear excepted. City agrees to replace, at its cost and within a reasonable period of time, any City equipment rendered unserviceable due to normal wear and tear.

The Contractor shall furnish all hand tools, equipment, and supplies needed to maintain the fleet consistent with good fleet management practice.

- 11.04 **Additional Shop Equipment** - The City may purchase additional shop equipment if necessary to maintain the fleet consistent with good fleet management practice. The decision to purchase additional equipment shall be made by mutual agreement taking into account cost of equipment and depreciation. Any equipment purchased by the Contractor pursuant to this provision must be purchased by the City should this Agreement be terminated before the equipment has been fully depreciated. The price the City will pay is Contractor's original cost less depreciation.

For the purpose of computing depreciation, all equipment will be considered as having been purchased on the first day of the month following the month in which the equipment actually has been purchased. For example, equipment purchased on June 1, or June 30, shall be considered for the purposes of depreciation as having been purchased on July 1.

The Contractor shall furnish the City a written report certifying the description, serial and other numbers, cost and date of purchase of any equipment purchased. The Contractor shall also furnish written reports in like manner of any equipment traded or otherwise disposed of.

SECTION 12 - PHASE IN - PHASE OUT

If, upon expiration or termination of the agreement, the Contractor is not chosen to continue or elects not to renew the agreement, the Contractor will, upon written notification from the City, provide phase-in, phase-out services for up to sixty (60) days after the agreement expires or is terminated. After notification, the Contractor will cooperate in good faith with a successor in determining the nature and extent of the services, including the development of a mutually acceptable transition plan, subject to approval by the City. The Contractor will provide sufficient, experienced personnel during the transition period to ensure that all services called for by the agreement are maintained at the specified level of agreement performance. The Contractor will be reimbursed for all reasonable transition costs approved in writing by the City Administrator which are incurred within the phase-out period after agreement expiration or termination. The Contractor will cooperate with the successor in allowing as many personnel as practical to remain on the job in order to enhance the continuity and consistency of the services called for by the agreement. Toward this end, the Contractor will disclose necessary personnel records and allow its successor to conduct on-site interviews with its employees.

SECTION 13 - AMENDMENTS

Amendments which are consistent with the purposes of this Contract may be made in writing duly executed by the parties, and in accordance with City rules and regulations and other applicable laws and ordinances.

This agreement, although executed on behalf of the OWNER by the Mayor and the Board of Public Works of the City of Ft. Wayne, Indiana, shall not be binding upon the OWNER unless and until the same shall have been ratified and approved by the Common Council of the City of Ft. Wayne, Indiana, and should said Common Council fail to approve the same within ninety (90) days after the date hereof, then this contract shall be and become wholly void.

This Agreement forms the entire agreement between the parties. Contractor warrants that the President executing on its behalf has authority to enter into this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed and sealed this Contract the day and year first above written.

TECOM INCORPORATED

BY: _____

DATE: _____

R. Lynn Laycock

President

CITY OF FT. WAYNE, INDIANA

This agreement having been reviewed, the action of the Board of Public Works for the City of Fort Wayne in entering and executing same as approved.

DATE: _____

Mayor

BOARD-OF PUBLIC WORKS

BY: _____

Linda Buskirk

Chairman

DATE: _____

BY: _____

C. James Owen

Member

DATE: _____

BY: _____

John Stafford

Member

DATE: _____

ATTEST: _____

Clerk

DATE: _____

Attachments:

City's RFP and amendments

Contractor's Proposal



The City of Fort Wayne

Paul Helmke, Mayor

MEMO May 19, 1997

TO: FORT WAYNE CITY COUNCIL
Thomas C. Henry, President & 3rd District
Archie L. Lunsey, 1st District
Donald J. Schmidt, 2nd District
Tom Hayhurst, 4th District
Diedre Hall, 5th District
Cletus Edmonds, 6th District
Rebecca J. Ravine, At-Large
Martin Bender, At-Large
John Crawford, At-Large

FROM: Linda Buskirk, Director of Public Works *AB*
Karen Aiken, Deputy Controller *KA*

RE: COMPETITION AT THE CITY GARAGE:
Pay less, get more, manage better.

How it all began.

In September, 1996, a "City Garage Task Force" was created to evaluate the City of Fort Wayne's current vehicle fleet service and to explore and evaluate changes that could be made to improve the City's fleet management. Task Force members were:

From City Council: John Crawford and Martin Bender.

From the Administration: Linda Buskirk, Director of Public Works; Karen Aiken, Deputy Controller.

From User Departments: Deb Farrell, Associate Director, City Utilities; Jeff Morris, WPC Maintenance (and Martin Bender represented the Police Department).

From the Garage: Don Heck, Superintendent; Jim Berning, Mechanic

To assist the Task Force, the Board of Public Works contracted with David M. Griffith & Associates, a company which is recognized nationally for its fleet management expertise. Manager Tom Platt guided the Task Force through a process which focused on the *competitiveness* of the City's garage services as we compared ourselves to today's industry standards.

The Task Force learned three main things. First, the cost of running the Garage itself is within industry standards. For instance, the industry benchmark for the amount of dollars spent annually on maintenance per "vehicle equivalent" is between \$800 and \$1,000, and the City's costs are now \$962 per "vehicle equivalent" ("vehicle equivalent" is a term used to equate all types of vehicles, from passenger cars to big trucks, with a common basis of comparison).

Second, the Task Force learned that the service provided by the Garage is somewhat below industry standards. For instance, a common benchmark for turn-around time is that 80% of the vehicles serviced are returned to their users within 24 hours. Using 1996 statistics from the Garage, D.M. Griffiths found that the Garage's turn-around percentage was 68%. This translates into a loss of efficiency for those user departments... if trucks that plow snow, pick up leaves or clean sewers are out of service, those functions suffer.

Third, the Task Force learned that one reason City service measurements are so low is because there is very low compliance with preventive maintenance schedules. For instance, an industry benchmark is that 95% of a fleet's vehicles comply with preventive maintenance schedules. The City's percentage is 12.5%. The result of this dismal data is hidden in each department's budget for "garage services". Poor preventive maintenance results in repairs needed later.

So, we learned that the City is paying about the same as others but we're getting less, and we don't try to prevent future costs.

Therefore, the Task Force decided to move ahead with a "Request for Proposals" (RFP) for fleet maintenance services to find out if *competition* would make it possible for the City to pay less, get more and manage better. Based on the proposals we received, we think it would.

Involving employees in the process.

When the Task Force decided to move ahead, Council member John Crawford suggested that City employees should have the opportunity to put together their own proposal for providing Garage Services. The administration had two concerns regarding this idea. First, while no one doubted the skill level of the employees at their jobs, there was some doubt as to whether the employees would be able to write a proposal which would essentially be a business plan for running the Garage. Second, some employees expressed uneasiness about suggesting service levels and other changes which their current bosses (management) had not been willing to try previously. So, a decision was made to allow non-management employees to submit a proposal on their own, without input or direction from management. If the employees' proposal was accepted, management would have to live by its terms and make the changes the employees felt

were necessary. Also, the administration offered to pay up to \$4,000 for a consultant, chosen by the employees, to help the employees with their proposal. If consultant expenses would be more than that, it was suggested that the employees ask for assistance from their union, the International Association of Machinists (IAM). Employees were also advised that if their proposal was to include any items contrary to the existing IAM contract, such as compensation provisions or skill-based pay incentives, their proposal should be accompanied by a letter of endorsement from IAM leadership. Such a letter would demonstrate that the union was willing to support incorporating the changes into the current IAM contract. (The employees did hire a consultant: John McCorkhill, the manager of the Indianapolis City Garage, who invoiced the City for \$2,325 in expenses. The IAM apparently did not help the employees, nor did it submit a letter endorsing the employees' proposal).

6 proposals received, 4 finalists selected, TECOM chosen for the contract.

As a result of the RFP, the City of Fort Wayne received six proposals for providing fleet maintenance services from Butler, City employees, J.L. Associates, Ryder, TECOM and UNICCO. Councilmen Martin Bender and John Crawford, as well as Linda Buskirk, Karen Aiken and Jeff Morris reviewed the proposals based on costs and how well the proposals matched the RFP. The reviewers decided to interview the top four "finalists", removing Butler and UNICCO from the competition. After the four interviews, the reviewers recommended to Mayor Paul Helmke that the City negotiate a three-year contract with TECOM because its proposal offered the highest level of service at the lowest cost. The Board of Public Works and City Council will both need to approve the contract.

3 year cost comparison of the proposals:

<u>Company</u>	<u>1st year</u>	<u>2nd year</u>	<u>3rd year</u>	<u>Total 3 years</u>
TECOM	1,681,254	1,721,604	1,778,417	5,181,275
Ryder	1,697,237	1,748,154	1,800,599	5,245,990
J.L.	1,767,067	1,775,902	1,791,885	5,334,855
City	1,855,596	1,911,264	1,981,981	5,748,841
Butler	1,927,156	1,946,428	1,987,303	5,860,886
UNICCO	2,057,143	2,112,686	2,169,728	6,339,557

TECOM proposal highlights

- **Least cost.**
- **Shared cost savings (60%/40%).** If TECOM's costs of operation are less than the amounts shown above, TECOM will share that cost savings with the City, with the City receiving 60% of the savings, and TECOM receiving 40%.

- **Experience and customer satisfaction.** Fleet maintenance has been a core business for TECOM for 20 years and the company has experience in serving local governments. Fort Wayne called six cities for references and found satisfied customers in all locations.
- **Hiring policies.** Per our RFP requirements, TECOM will offer available jobs first to all qualified City Garage employees. TECOM has already meeting with Garage employees to explain what TECOM believes is a fair and market competitive compensation package (pay and benefits).
- **Training practices.** TECOM believes in continuous training for employees and its training practices include specialized equipment training, weekly safety training, manufacturer training and certification, ASE certification and training and some compensation for continuing education which employees receive on their own.
- **Aggressive Preventive Maintenance Program.** TECOM will establish a centralized fleet-wide preventive maintenance program that will schedule PM services. At the outset of the contract, TECOM will jointly establish with City Department Heads appropriate PM frequencies to take into account the City's vehicle usage and operating environment. Further, TECOM will track each vehicle and coordinate with users to establish an appointment for preventive maintenance when it is most suitable to the user. PM services will meet or exceed the manufacturer's recommendations for each vehicle. TECOM will enlist the cooperation of vehicle users to provide feedback on vehicle condition and operating problems between PM services.
- **Guaranteed Workmanship clause.** TECOM guarantees and warrants that all service performed under this contract will be free from defects in material and workmanship and will conform to the requirements of the contract for 90 days or 4,000 miles, whichever comes first.

The administration also proposes maintaining one city position to manage this contract, and to develop, implement and administer preventive maintenance policies for all City departments. Regarding these functions, the new contract will offer several opportunities for cost control, IF properly managed. These include:

- **Target & Non-target costs -** The cost comparison above showed the cost of the guaranteed "target" price of the contract. This serves as a base price, which the City pays to the contractor in twelve equal payments each year for routine maintenance and repair of our fleet. "Non-target" costs include those costs incurred for repairing damage caused by accidents and vehicle abuse and neglect. These costs are in addition to the target costs, and, according to D.M. Griffiths, we can expect non-target costs to be about 10% - 15% of the target cost total. It will

be up to the City contract manager to make sure that TECOM is accurately accounting for repairs as target and non-target. *Obviously, the better THE CITY controls its own fleet, regarding accidents, preventive maintenance and operator abuse, the lower our non-target costs will be. Currently, the City has few policies which provide discipline or incentives for the way employees drive, use or maintain vehicles and equipment.*

- Performance Rewards and Penalties, tallied monthly - TECOM's service quality will be measured monthly against the performance standards specified in the contract. The Superintendent will need to therefore monitor the turn-around times to make sure that, for instance, 80% of light and heavy duty vehicles have their repairs completed within 24 hours of delivery to the Garage, and 90% of squad cars are repaired within 24 hours. When the Superintendent finds any instances where that level is not reached, s/he will assess a penalty of \$45.00 per occupance. Similarly, each time the service is exceeded, TECOM will be expecting a \$45.00 incentive payment.

Another monthly statistic which has a direct monetary impact is the contractual penalty for "re-work". If a vehicle is returned to the Garage for the same problem that was just repaired, the contractor will be assessed a \$90.00 penalty. It makes good financial sense to have someone from the City closely monitoring the work orders to watch for "re-work".

In conclusion, those of us who reviewed all of the proposals are confident that moving forward with a contract with TECOM now is a wise business decision, made on behalf of the tax-payers and rate-payers who ultimately support our fleet. A well-managed contract will result in a well-managed fleet and better efficiencies for the City departments which are City Garage customers.

If you have any questions regarding this topic, please call Public Works Director Linda Buskirk, at 427-1109, or Deputy Controller Karen Aiken, at 427-1106.

AGREEMENT

THIS AGREEMENT made this 11 day of JUNE, 1997, by and between the CITY OF FORT WAYNE, INDIANA, with its principal place of business at One Main Street, Fort Wayne, IN 46802, hereinafter referred to as "City", and TECOM, INCORPORATED, a Texas corporation with its principal place of business at 5608 Parkcrest Drive, Suite 200, Austin, TX 78731, hereinafter referred to as "Contractor";

The City and Contractor, for the consideration stated herein, agree as follows:

SECTION 1 - DEFINITIONS

- 1.01 **City** - Shall mean the City of Fort Wayne, One Main Street , Fort Wayne, 46802 or its authorized and legal representative.
- 1.02 **Contractor** - Shall mean TECOM Incorporated, 5608 Parkcrest Drive, Suite 200, Austin, TX 78731.
- 1.03 **Surety** - Shall mean the party who is bound with and for the Contractor to ensure the payment of all lawful debts pertaining to and for the acceptable performance of the Contract.
- 1.04 **Performance Bond** - Shall mean the form of security approved by the City and furnished by the Contractor as a guarantee that the Contractor will execute the work in accordance with the terms of the Contract and will pay all lawful claims.
- 1.05 **Contract Liaison Officer (CLO)** - Shall mean the official designated by the City to represent the City in connection with all technical and operational responsibilities and obligations under this contract, including, but not limited to, coordination with the Contractor's representative regarding priority of repairs and maintenance and purchasing of equipment. The CLO has approval authority to make routine day to day decisions on behalf of the City.

RLT

- 1.06 **Notice** - Any written notice to be given hereunder by either party to the other party shall be effected by certified mail, return receipt requested.

Notice to the Contractor shall be sufficient if made or addressed to the Senior Vice President, TECOM Incorporated, 5608 Parkcrest Drive, Suite 200, Austin, TX 78731.

Notice to the City shall be sufficient if made or addressed to the City of Fort Wayne, Division of Public Works, One Main Street, Room 920, Fort Wayne, IN 46802.

Either party may change the address for notice to it by giving written notice of such change in accordance with the provisions of this Section.

- 1.07 **Unit** - the term unit, when used herein, will include Nine Hundred Twenty-Two (922) heavy and light equipment, trucks, cars and other equipment listed in Fleet Inventory listing contained in the Attachment A or other vehicles and equipment added by mutual agreement by the parties during the term of the contract.
- 1.08 **Fleet** - Shall mean all or such portion of the nine hundred twenty-two (922) units listed in vehicle inventory listing or other vehicles and equipment added by mutual agreement by the parties during the term of the contract.
- 1.09 **Good Fleet Management Practice** - Shall mean that fleet management practice generally recognized as the optimum by fleet operators for obtaining the maximum functional and economic utility from fleet units during an assumed optimum period of retention.
- 1.10 **Downtime** - Shall mean the percentage of time a piece of equipment by class is unavailable for use due to a need for repair or preventive maintenance work during the month.

Downtime begins when the unit is brought to the garage for repair work that is authorized or when a call is received that the unit requires towing to the garage for authorized repair work.

Downtime ends when the department to which the unit is assigned to is notified that the unit is available for service. Downtime does not include the time to make repairs necessary as a result of vehicle abuse, accidents, vandalism or Acts of God.

- 1.11 **City Administrator** - Shall mean the City's Director of Public Works or designee.

SECTION 2 - CONTRACTOR'S RELATION TO THE CITY

- 2.01 **Contractor as Independent Contractor** - It is expressly agreed and understood that the Contractor is in all respects an independent Contractor as to the work and is in no respect as agent, servant or employee of the City. This Contract specifies the work to be done by the Contractor, but the method to be employed to accomplish the work shall be the responsibility of the Contractor.
- 2.02 **Subcontracting** - Contractor may subcontract services to be performed hereunder with the prior approval of the City, which approval shall not be unreasonably withheld. No such approval will be construed as making the City a party to such subcontract, nor subjecting the City to liability of any kind to any subcontractor. No subcontract shall, under any circumstances, relieve the Contractor of its liability of any kind to any subcontractor nor relieve the contractor of its liability and obligations under this contract; and despite any such subcontracting the City shall deal through the Contractor, and subcontractors will be dealt with as workmen and representatives of the Contractor.
- 2.03 **City Representative** - Shall mean the designee appointed by the City unless provided otherwise elsewhere in this Contract. Only the Fort Wayne Board of Public Works can bind the City to any modification or amendment to this contract. Any decision that impacts the price or delivery of services under this agreement requires a contract

modification. The Contract Liaison Officer shall decide any and all questions which may arise as to the quantity, character and quality of services performed or to be performed to this Contract.

- 2.04 **Inspection of Work** - The Contractor shall furnish the Contract Liaison Officer or his/her authorized representative with every reasonable opportunity for determining whether or not the work is performed in accordance with the requirements of the Contract. The Contract Liaison Officer may appoint qualified persons to inspect the Contractor's operations and equipment, and Contractor shall permit these authorized representatives to make such inspections at a reasonable time and place.
- 2.05 **Term of Contract** - The initial term of this Contract Agreement shall be for a period of three (3) years.
- 2.06 **Option to Extend** - This Contract may be extended by the City year to year in 2 additional one year increments provided that the Contractor has established a satisfactory record of performance and a budget for each extension term has been mutually agreed upon by the parties. The City must give due notice in writing to the Contractor of not less than 90 days notice prior to the end of the contract, of its intent to terminate or extend the agreement. In the event the termination date is beyond the expiration of the agreement, the parties can extend the terms of the existing agreement to a date not to exceed the termination date.
- 2.07 **Contractor Notice of Intent Not to Renew** - If the Contractor chooses not to renew the agreement upon agreement expiration, the Contractor is required to provide the City a written notice of such intent at least ninety (90) days before the expiration of the agreement. Should the Contractor fail to provide timely notice, the City reserves the right to require continued performance of the agreement by the Contractor under the terms of the agreement for a period of up to six (6) months from receipt of a written notice of intent or from the date of expiration of the agreement, whichever comes first.

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- 2.08 **City Ordinances** - Nothing contained in any ordinance, statute, law or regulation of the City hereafter adopted, pertaining to the management of the fleet and unit maintenance shall in any way be construed to affect or alter the duties, responsibilities, and operation of the Contractor in the performance of the terms of this contract, unless any such change is agreed to in writing by both the Contractor and the City.
- 2.09 **Contingent Upon Funding** - This Contract is contingent upon the City Council of the City of Fort Wayne appropriating the necessary funds in each annual budget of the City of Fort Wayne. In the event such funding is not provided for, the City may terminate this Contract effective at such time that the funding so ceases or determination is made and compensation due to the Contractor shall be adjusted according to the date of such termination.
- 2.10 **Performance Standards** - The Contractor shall perform the required services set forth in its proposal to the City and shown on figure 2-9, page 2-77 of same.
- 2.11 **Right to Require Performance** - the failure of the City at any time to require performance by the Contractor of any provisions hereof shall in no way affect the right of the City thereafter to enforce same. Nor shall waiver by the City of any breach of any provisions hereof be taken or held be a waiver of any succeeding breach of such provisions itself.
- 2.12 **Extraordinary Occurrences** - It is agreed that in no event shall the City or Contractor be liable or responsible to each other or to any other persons for damages resulting from deficiencies or delays in work herein provided for, where such deficiencies or delays result from Acts of God, fire, or any other cause not within the control of the City or Contractor. Contractor recognizes the essential nature of the services to be performed hereunder and will use its best efforts to discharge its functions despite such extraordinary occurrences. In the event of such occurrences, Contractor and City agree to negotiate any appropriate adjustment, if any, to the approved budget price herein.

- 2.13 **Deficiencies in Service** - In the event the Contract Liaison Officer determines there are deficiencies in the service and work provided by Contractor, the City Representative shall notify Contractor in writing as to the precise nature of any such deficiencies. Within ten (10) working days of receipt of such notice, Contractor shall correct or take reasonable steps to correct the deficiencies complained of, including, if necessary, increasing the work force, tools, and equipment or modifying the policies and procedures used by Contractor in performing services pursuant to this Contract. If the Contractor fails to correct or take reasonable steps to correct the deficiencies within fifteen (15) working days, the City may declare the Contractor in default and invoke the provisions of 2.13 herein.
- 2.14 **Disputes** - In the event of any controversy, claim or dispute as to the services and work performed by the Contractor, or the construction or operation of or rights and liabilities of the parties under this Contract, each such question shall be submitted to the City Administrator for resolution. The party wishing to submit a matter to the City Administrator shall do so by written notice to the other party and to the City Administrator which shall specify the nature of the controversy, claim, or dispute. The City Administrator shall schedule a hearing within fifteen (15) days of such notice, at which time both parties shall present their positions. The City Administrator shall render a decision within seven (7) days after the date of the hearing. However, in the event either party disagrees with the decision of the City Administrator, that party shall have the right to litigate the matter arising out of or relating to this agreement, or breach thereof, by arbitration within the rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrators may be entered into any court having jurisdiction thereof.
- 2.15 **Termination** - In addition to the provisions of Section 2.08, the City may terminate this Agreement if the Contractor becomes insolvent or becomes a debtor under Title 11 of the US Bankruptcy Code. A parties insolvency, or voluntary or involuntary bankruptcy, shall not constitute prospective unwillingness and/or inability to perform nor a repudiation of this agreement unless the party fails to give a timely and adequate



assurance of its ability to perform. If a party is unable to give adequate assurance, the other party may terminate the Contract with thirty (30) days written notice. If the Contractor fails to perform, or fails to perform in a satisfactory manner, or fails to perform in accordance with applicable ordinances, the City shall have the right to demand in writing adequate assurance from the Contractor that steps have been taken to rectify the situation. The Contractor must within seven (7) days of receipt of such demand return to the City Board of Public Works or their designee a written statement that explains reasons for non-performance or delayed, partial or substandard performance during that period and any continuation thereof. The Contractor also has available to him the option to appear with an explanation before the City Council. Upon Contractor's statement or the failure of the Contractor to submit one, the City may, except under conditions of Force Majeure, upon recommendation from the Board of Public Works, terminate this contract with 2/3 vote of the Council.

- 2.16 **Transfer of Operations** - In the event the Contractor defaults by failing to begin service at the time specified or discontinues a material portion of the service provided for by this Contract, the City may, at its election and upon 10 working days prior written notice to Contractor, take possession of all equipment and facilities used by the Contractor in connection with this Contract and operate and use the same in the performance of the services described herein. The Contractor agrees to surrender peacefully said equipment and facilities upon receiving an itemized receipt from the City for said items, and to cooperate to the extent necessary to enable the City to take over and carry out the services herein described. All payments by the City, except those for services satisfactorily performed or costs incurred and reimbursable to the Contractor pursuant to this Agreement, shall cease, except that the City agrees to purchase Contractor's equipment, or, during the pending of any dispute, to pay a reasonable rental for use of the Contractor's equipment. The Contractor agrees that in the event it disputes the City's right to invoke the provisions of this Section, it will not seek injunctive or other similar relief, but will either negotiate an adjustment of the matter with the City or seek, as its remedy, monetary damages in a court of competent jurisdiction.

- 2.17 **Assignment** - The duties and obligations assumed by the Contractor are not transferable or assignable without prior consent by the City, which consent shall not be unreasonably withheld.
- 2.18 **Incorporation of Documents** - This contract hereby incorporates by reference City of Fort Wayne's RFP and Addenda, hereinafter called "RFP", and the Contractor's Proposal to provide fleet management and maintenance services hereinafter called "Proposal" all of which are attached hereto. In case of a conflict between the terms of the RFP, the Proposal or the text of this Contract, the text of the RFP shall govern.

SECTION 3 - COSTING METHODOLOGY

- 3.01 **Approved Budget and Maximum Price** - The "Approved Budget", which shall be the Contractor's operating budget for each year of this Contract, shall include the following cost items:
- Personnel costs;
 - Parts, supplies, outside services;
 - Overhead expenses; and
 - Corporate administrative costs and fees.

The Approved Target Budget for the initial contract period is \$1,681,254 (One Million Six Hundred Eighty-One Thousand Two Hundred Fifty Four Dollars). The maximum annual costs to the City for target services shall be the Approved Target Budget. Such budget and maximum cost amounts may be adjusted by mutual agreement during the course of the Contract based upon criteria set forth herein.

- 3.02 **Personnel Costs** - Personnel costs will include wages, salaries, fringe benefits, payroll taxes, mechanic and management incentive program costs and overtime costs. Non-Target overtime work shall be authorized only for emergency or other directed work.



- 3.03 **Parts/Supplies/Outside Services** - Contractor will provide all parts, supplies and outside services as the items or services are required. No markup will be added to the Contractor's net cost for the items or services charged to the City. Cost for parts, supplies, materials and outside services are included in the target cost except as specified in 3.07. Contractor shall use local vendors whenever possible.
- 3.04 **Overhead Expenses** - Overhead expenses will include such items as office supplies, uniforms, bonding, insurance, computer costs and copying costs. All overhead expenses are included in the target cost. No markup will be added to the Contractor's net cost for the items or services charged to the City.
- 3.05 **Reserved**
- 3.06 **Capital Expenditures** - Any and all capital expenditures for units, equipment or other capitalized items, in connection with the services and work to be provided by Contractor hereunder, shall be recommended and approved by the City as part of the agreement. These items will be added to the inventory of items that are the responsibility of the Contractor as they are put into service. The City will periodically replace equipment, tools valued at more than \$1,000.00, computer hardware, service vehicles, or furniture as needed. The Contractor will be responsible for security of all City properties and assets designated for its use or management.
- 3.07 **Additional Reimbursable Items** - Costs incurred for unit repairs necessitated as a result of user abuse, vandalism, and accident damage during the life of the Contract shall be treated as Non-Target cost items. Major component failure (such as engine, transmission, power train and other assemblies and systems considered to be major components) during the first six (6) months of providing services hereunder will be negotiated by the CLO and the Contractor for determination as to Non-Target or target costs. Non-Target costs will be directly reimbursable to the Contractor by the City.



3.08 **Cost Incentive** - In addition to the Contractor's costs and fee, the Contractor shall receive forty percent (40%) of any aggregate annual savings to the City on the Approved Budget for each fiscal year. Aggregate annual savings shall be defined as the difference between a lower twelve (12) month actual cost to the City and the amount of the Approved Budget as stated in Section 3.01. In the event actual aggregate annual costs to the City exceed the Approved Budget amount such additional costs shall be borne totally by the Contractor.

3.09 **Liquidated Damages** - The Contractor will pay the City liquidated damages for performance that falls short of specified performance standards as stated in Section 7 of the RFP or table 2-9 of the TECOM proposal, (whichever is greater), and will receive compensation for performance that exceeds specified standards. The Contractor will pay liquidated damages or receive compensation each month for variation from specified performance as follows:

Turnaround time	Within 24 hours	1 point for each percentage point above or below the performance standard per vehicle class
	Within 48 hours	1 point for each percentage point above or below the performance standard per vehicle class
Availability		1 point for each percentage point above or below the performance standard per vehicle class; 2 points for police vehicles; 4 points for snow vehicles during winter months

At the end of each month, the City will tally the points assessed to the Contractor, and then compute the amount of liquidated damages or compensation that are owed by or to the Contractor. The Contractor will identify each incident of rework required due to Contractor fault, and will be charged 2 points for each incident. The monthly Contractor

invoice will be adjusted to reflect liquidated damages or compensation assessed for the month.

3.10 **Adjustments to the Approved Budget**

- A. **Annual Adjustments** - The Approved Budget, including Contractor's fee, shall be adjusted for the second and subsequent years of the Contract as referenced by our proposal reflecting a 3% increase for the CPI-U index referenced from the RFP. This applies only to specific items which will be subject to inflationary pressure-such as direct wages, parts, office and computer supplies. This does not include an inflation factor for management fee, employee benefits, collective bargaining agreements or other cost elements that will be passed through to the City.
- B. **Changes in the Size or Mix of the Fleet** - The Approved Budget shall be adjusted to correspond to increases or decreases in the fleet size or the type of equipment in each class if such changes are at least five (5%) percent. These adjustments shall be made semiannually, based upon a vehicle equivalent basis.
- C. **Unusual Costs** - Contractor may petition the City for an adjustment to the Approved Budget at reasonable times for unusual changes in Contractor's cost of doing business (such as regulatory changes). For purposes of this Section, "unusual changes" shall mean items not covered by this Agreement which occur through no fault of the Contractor; the term shall not include price increases arising in the ordinary course of business. The amount of any adjustment to this Section shall be negotiated by the City and the Contractor.

SECTION 4 - INVOICING AND PAYMENT

- A. **Frequency**- The City will accept one invoice per month in payment for Target Services. In addition, the City will accept one invoice per month for costs incurred for Non-Target Services provided during the preceding month or not previously invoiced. Each Target



invoice will be adjusted as appropriate for performance rewards/liquidated damages, and for any costs incurred directly by the City for Target Services.

- B. **Invoices for Target Services-** Invoices will be in a format which will distinguish costs for each City user department. Invoices for Target Services will include appropriate backup material for all reimbursable items. All costs invoiced for Target Services, except for fees, shall be actual net costs as paid by the Contractor. The first month's invoice for Target Services plus fees shall not exceed 1/12 of the Target Cost. The Contractor's costs which exceed 1/12 of the Target Cost in any one month may be invoiced to the City in a subsequent month within the current contract year to the extent that the cumulative invoices for the current contract year-to-date do not exceed the portion of the contract year completed. For example, the total year-to-date charges through the fourth month of a contract year shall not exceed 4/12ths of the Target Cost.
- C. **Invoicing for Non-Target Services-** Invoices for Non-Target Services must include line item documentation of costs incurred (e.g.; wages, parts, subcontractor services, etc.) as well as documentation of City authorization to incur Non-Target Costs. Within each Non-Target category, individual repair order numbers with associated labor charges, parts costs, and subcontracted services will be delineated. Non-Target invoices will be grouped by City user department.
- D. **Payment of Invoices-** The City will pay the Contractor within thirty (30) days of the City's receipt of an acceptable invoice. The City will pay the Contractor for all items invoiced over which there is no dispute so that payment for undisputed items is prompt. Payment for disputed items will be made when disputes are resolved. In the event invoices are not paid within thirty (30) days, interest will be charged on each invoice at the rate provided under Indiana statutes.

SECTION 5 - AUDITING PROCEDURES

- 5.01 **Access to Books and Records** - Upon prior notice to the Contractor's Project Manager, the Contractor shall provide the City's authorized representatives access at all reasonable times to all Contractor's electronic and hard copy data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, and memoranda of every description pertaining to work under the Contract. When requested, the Contractor shall provide the City's authorized representative cost verification for work performed under the Contract.

SECTION 6 - STAFFING PROVISIONS

- 6.01 **General** - Contractor shall have the responsibility for selecting personnel to perform the services to be provided hereunder, subject to the requirements of the RFP. The City will not direct or supervise employees of the Contractor nor any Subcontractor.

- 6.02 **Manning Changes** - Change of the Contractor's Project Manager shall be subject to the reasonable approval of the Contract Liaison Officer.

The City reserves the right to request the dismissal of any Contractor employee whose performance or actions are obviously detrimental to the program.

- 6.03 **Benefits Program** - The Contractor will have sole responsibility for determining and providing the employee benefit programs which shall be used for Contractor's employees. Said benefits program will be essentially equivalent to those offered in the local labor market for similar skills.

- 6.04 **City Benefits** - The Contractor's employees shall not claim any City right or benefit as a condition of their employment in the performance of this Contract.

The City hereby represents to the Contractor that preexisting City benefit plans for City employees involved in fleet service and maintenance activities will terminate prior to

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their employment by Contractor, and Contractor will have no liability or obligation of any kind for any such benefit plan. The City agrees to defend, indemnify and save harmless Contractor from and against any and all claims, actions, demands or liabilities to or for any such former City employees for damages, including reasonable attorney's fees and costs, resulting from and accrued under such City benefit plans, or the termination thereof.

- 6.05 **Compliance with Laws** - The Contractor shall comply with all applicable Federal, State and City laws relating to wages and hours, and all other applicable laws relating to the employment or protection of employees, now or hereafter in effect.

SECTION 7 - QUALITY OF SERVICE

- 7.01 **General** - The direction and supervision of fleet management and unit maintenance service shall be by competent personnel, and the Contractor shall devote sufficient competent personnel, time and attention to the direction of the operation to assure satisfactory performance.
- 7.02 **Cooperation of Contractor Required** - The Contractor shall cooperate with the CLO and other authorized representatives of the City in every reasonable way in order to facilitate the progress of the work contemplated under this Contract. The Contractor shall have at all times a competent representative on duty authorized to receive orders and to act for it.
- 7.03 **Guarantee of Performance** - The Contractor shall be required to furnish a surety bond in the amount of fifty (50%) percent of the Approved Budget for each contract year as security for the satisfactory performance of the Contract.
- 7.04 **Compliance with Laws and Regulations** - The Contractor hereby agrees to comply with all applicable federal, state and City ordinances, resolutions and regulations. The Contractor and its surety shall indemnify, defend and hold harmless the City, its officers,



representatives, agents and employees against any claim or liability arising from or based on the violations of any such law, regulation, ordinance, order or decree, whether by the Contractor or its employees, agents or subcontractors occurring during the performance of services pursuant to this Contract.

In accordance with 3.10C, the Contractor may petition the City for any increase in cost resulting from changes to laws and regulations enforced or implemented after the Contractor has assumed operations hereunder.

SECTION 8 - INSURANCE

The Contractor shall provide and maintain the insurance required under the RFP unless modified by mutual agreement between the City and the Contractor.

SECTION 9 - SCOPE OF SERVICES

9.01 **General** - The Contractor shall provide preventive maintenance, remedial repairs, overhaul, mobile service, fleet management and such other closely allied services as may be required to assure the continuity of effective and economical operation of City units as described in the Exhibits.

9.02 Preventive and Related Maintenance Services -

- A. The Contractor shall develop and implement for the City a program to provide preventive maintenance (PM) services for all vehicles to the satisfaction of the City. The PM program shall be designed in accordance with professionally recognized good fleet management practices and principles and shall meet or exceed the terms and conditions necessary to comply with the original manufacturers' specifications, warranties and recommendations. The PM services performed shall be accomplished as prescribed in the proposal, but shall be subject to change as suggested by the Contractor if approved by or as revised by the City.

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- B. PM services and service intervals shall meet or exceed manufacturers' recommendations for such services. Repairs and preventive maintenance shall adhere to a priority schedule as developed by the City to ensure the availability of essential equipment. The program is subject to approval and modification by the City Administrator through the CLO.
- C. As part of commissioning a newly acquired vehicle, the Contractor, CLO and the responsible department director shall jointly review and establish the PM program to be implemented and accomplished to that vehicle; provided, however, that in the event of conflict as to the formulation of the program, the decision of the CLO shall prevail.
- D. The Contractor will be responsible for all contact with the City regarding vehicle PM scheduling without initiation, intervention or routine involvement or oversight by the City. The Contractor has the obligation to notify users to schedule and arrange to transport units and park them in the garage area so that required maintenance can be performed. PM should interfere minimally, if at all, with normal City work schedules. Therefore, the accomplishment of PM will be scheduled at times mutually agreed upon by the Contractor and the responsible department director.
- E. The timely performance of PM is incumbent upon the Contractor for all vehicles. When a unit user fails to respond to the second notification for scheduled preventive maintenance work and fails to deliver his/her unit for general or preventive maintenance services, the Contractor shall advise the Contract Liaison Officer in writing.
- F. The Contractor shall arrange and schedule inspections and testing by a Certified Inspection Contractor for vehicles designated by the City as personnel lift devices, in accordance with State, Federal and local standards. Inspections shall be performed at a minimum of one (1) time each calendar year. A written report certifying the findings shall be provided by the Contractor to the responsible department director and a copy of the report shall be included in the individual vehicle files maintained by the Contractor.



9.03 **Repair Services** - The Contractor will perform all routine repairs on the City's fleet either in the current facility or through outside vendor sub-contractors. Repairs defined as non-routine are outlined in the Non-Target section of the proposal and the RFP. In addition to these, however, repairs which are estimated to cost in excess of \$750 for light-duty vehicles (i.e.; under 10500 GVW), \$1,000 for police and heavy duty vehicles, \$1,500 for off-road equipment or for any vehicle or price of equipment when the repair cost is greater than the fair market value of the unit, must be analyzed by the Contractor to determine the repairs' cost effectiveness and be approved by the City. No such repairs will be initiated without specific written approval from the Contract Administrator. When a unit's replacement is deemed to be more cost-effective than repair, the Contractor agrees to provide written recommendation to the City for said replacement.

9.04 **Emergency Road Service -**

- A. The Contractor shall provide twenty-four (24) hour/7 day emergency road service and towing for all vehicles within a prompt response time subject to distance and driving conditions. The Contractor shall have persons on call to expeditiously handle vehicle breakdowns. During the hours of 12:00am to 7:00am, the response time will not exceed one hundred twenty (120) minutes with consideration of travel time under normal driving and weather conditions. Response time during normal hours will be sixty (60) minutes.
- B. For vehicles which cannot be brought into the Garage for maintenance or service, the Contractor shall provide mobile service on location. When contacted, the Contractor shall insure that qualified mechanics are available to respond to major public safety incidents as determined by the City.

9.05 **Quick Fix Services** - The Contractor shall provide a Quick Fix Service function for light repairs of less than one (1) hour's duration when the vehicle operator chooses to wait for the service. Quick Fix Service will be offered during the City's normal business hours.



Vehicle to be repaired under the Quick Fix service function will be expedited to a high priority service order unless otherwise directed by the CLO.

9.06 **Warranty Services -**

- A. The Contractor shall administer all warranties, for the vehicles, for parts and for the machinery and tools associated with maintenance and repair of the vehicles. The Contractor shall seek authorization from various vehicle manufacturers to perform warranty work on City vehicles. Such work if authorized by the manufacturer, will be reimbursed to the Contractor by the manufacturer and the City will be held harmless by the Contractor from payment for such work. Payments and adjustments received by the Contractor for warranty work shall be credited to the responsible department's account and the responsible department director shall be notified of such transactions.
- B. The Contractor shall assist the responsible department director to ensure that all newly acquired vehicles meet or exceed the specifications set forth in the City's RFP and specifications.
- C. All determinations as to whether downtime results from a required re-repair for a parts failure which solely results from a defective part shall be made after a mechanical diagnosis of the part; provided, however, that the responsible CLO's concurrence must be obtained in such determinations. Re-repair of defective parts is a target service.

9.07 **Re-Repair** - Contractor guarantees and warrants that all services performed under this contract will be free from defects in material and workmanship and will conform to the requirements of the contract for 90 days or 4,000 miles, whichever comes first.

Specific major repairs are guaranteed by TECOM as follows:

- Tune-ups - 6 months/6,000 miles
- Component replacements (alternators, starters, engines, modules, etc.) - 3 months or 3,000 miles, unless manufacture's warranty is longer or shorter

- Brake Jobs (other than Emergency vehicles) - 12 months/24,000 miles
- Brake Jobs (Emergency vehicles) - 4 months/6,000 miles
- Rebuilt transmission and transaxles (with or without converters) - 6 months/6,000 miles
- Engine overhauls/replacement - 12 months/12,000 miles

If a manufacturer's warranty for new or rebuilt components is longer or shorter than those stated above, the manufacturer's warranty period will be applied.

9.08 **Outside Repair Services -**

- A. The Contractor and CLO shall be responsible as agreed for arranging and managing the conduct of outside repairs which cannot be performed economically or proficiently in-house because cost or lack of appropriate tools or equipment. The Contractor shall be responsible for continuing review of the need for specific outside repairs as opposed to performing such work. These outside repairs may include body work and painting, glass replacement, transmission overhaul and repair, radiator work, and such other work as can be utilized to result in minimizing costs. Only those repair services specifically enumerated in the Agreement shall result in additional costs to the City. All paperwork, invoicing, quality control, vehicle movement, vehicle security and similar services shall be the responsibility of the Contractor.
- B. Costs for City - authorized outside repairs, which are outside of the scope of this Agreement, will be reimbursed directly to the Contractor by the City.

9.09 **Vehicle Preparation Services -**

- A. The Contractor shall prepare newly acquired vehicles for service, unless otherwise directed by the CLO. Preparation shall include, but not be limited to, inspections, cleaning and installation of standard accessory equipment. Transfer of special machinery and tools from old units to new units is a Non-Target service.

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- B. Vehicles to be sold or otherwise disposed of shall be prepared for disposal by the Contractor. Preparation shall include, but not be limited to, removal of tags, radios, decals and special machinery and tools, cleaning interior and exterior, and paperwork associated with decommissioning and disposal of each vehicle. The City will retain responsibility for disposing of surplus vehicles

9.10 **Accident Administration** - The Contractor shall be responsible for the processing of accident repairs including, but not limited to, obtaining appraisals, obtaining repair bids, transportation of vehicles to and from repair sites, enhancing repair quality and timeliness, administration (including payment of invoices) and coordination with the City's Risk Management Department. Three (3) competitive bids shall be obtained, as directed by the City, for accident repairs. The Contractor's expenses in securing accident repairs shall be included in the Approved Budget. Accident repair cost are not included in the Approved Budget and will be reimbursed directly to the Contractor by the City.

9.11 **Other Vehicular Services** -

- A. **Motor Pool Vehicles** - The Contractor will maintain all motor pool vehicles as provided by the City. The City will administer and manage the use of said vehicles.
- B. **Fuel** - The City will purchase all fuel for the operation of the fleet. It will be the responsibility of the vehicle user to fuel the vehicle. The Contractor will be responsible for fuel management services as set forth in Paragraph 5.4 of the RFP.

9.12 **Directed Work** - The City may direct the Contractor to perform additional tasks under the terms of this Agreement. The Contractor shall perform such assignments in accordance with a schedule, level of effort and price which is mutually agreed to by the parties. Cost of such assignments shall not be included in the Approved Budget (e.g. Target Cost) and shall be invoiced to the City only once each month.

9.13 **Parts -**

- A. The Contractor shall procure, stock and furnish all parts and supplies required to maintain and repair the vehicles. All parts installed on vehicles shall be identified by the Contractor by part number and cost on the work order.
- B. The Contractor shall furnish parts and materials at the Contractor's actual cost. The Contractor's cost is defined as the actual invoice price submitted by parts vendors for payment from the Contractor. The parts vendor's invoice prices shall reflect all trade and cash discounts as well as volume and special incentive discounts received by said parts vendor. The Contractor shall fully assist the City in its efforts to verify quality and cost of parts and materials.
- C. The Contractor shall use the City of Ft. Wayne's computer system and software to monitor and control parts inventory and usage. At a minimum, the computer system shall be capable of generating a complete inventory by part number and average part cost, a usage rate history for each part normally stocked and a listing of parts on order or to be ordered. The system used shall provide a complete, unalterable audit trail for all parts transaction for use by the City auditors and other purposes.
- D. The Contractor shall assure that the quality of all parts purchased for the City shall be brand name quality that met or exceed manufacturer standards and specifications. The City may reject After-market parts not meeting manufacturer's specifications and may require the Contractor to refrain from purchasing the questioned brand if quality is suspected or if repeat repair records indicate premature failure of components.
- E. Thirty (30) days prior to the contract start a physical inventory of the parts shall be taken jointly by the Contractor and the City to establish the value, quantity and usability of the inventory.
- F. The Contractor shall purchase from the City all active (usable) parts and supplies assigned to the City's fleet. Inventory, agreed by the parties as being obsolete, will not be included in determining inventory value. The City shall receive a payment for the usable parts inventory in the form of credits on the invoices submitted by the Contractor to the City. These credits will be given by the Contractor in favor of the City in equal installations during the first twelve (12) months of this Agreement. At the end of said



period upon the receipt of all credits due to the City, the entire amount will have been paid and the debt discharged. A complete physical inventory will be made by representatives of the City and the Contractor prior to the effective date of this Agreement. Upon acceptance of the inventory, the Contractor shall be totally responsible for parts accountability and security. The Contractor shall own and manage the parts inventory and the Contractor shall provide quality parts in a timely and cost effective manner for all vehicle service activities to be accomplished under the provisions of this Agreement.

Obsolete parts that have been deemed unusable or in excess of the current fleet needs will be retained by the City. TECOM will administer the disposal of these parts by conducting surplus auctions, returning parts to the original vendor for credit/partial refund and by contacting local auto parts stores who may wish to purchase quantities of these parts at a discount. TECOM will dispose of these parts on a shared cost recovery basis. All sales and return credits will be documented with the amounts recovered and forwarded to the City. TECOM and the City will share in a 80%-20% split basis with the 20% being paid to TECOM for its disposal effort.

- G. The City shall purchase all usable parts from the Contractor at cost at the time this Agreement expires or is terminated.
- H. Within thirty (30) days of the termination or expiration of this Agreement, the Contractor and the City shall jointly undertake a closing inventory of all parts and supplies, which shall establish the value of the usable inventory based on Contractor's acquisition cost. Obsolete inventory will not be included in determining inventory value, and disposal of obsolete inventory will be the responsibility of the Contractor. The Contractor's inventory of usable parts and supplies will be purchased by the City at cost. Payment will be made within thirty (30) days from the date of completion of the joint inventory.
- I. During the initial term of the Agreement or any extension hereof, the City shall have the obligation to notify the Contractor of new unit purchases and old unit retirements at

least ninety (90) days prior to the anticipated delivery or retirement date so that inventory levels can be adjusted and potentially obsolete parts sold.

9.14 **Waste -**

- A. The Contractor shall dispose of all trash and all other wastes resulting from or generated as a result of performing the services for under the terms of the Agreement. All disposal and disposal related activities shall be in accordance with Federal, State and local laws and regulations. The Contractor shall provide training to and management of employees working with hazardous materials in accordance with laws and regulations. The Contractor shall obtain all necessary permits to include, but not limited to, those permits necessary for transporting, storing, handling and disposing of any waste or in any way relating to the waste. The Contractor shall hold the City harmless for any and all actions or omissions of the Contractor relating to any waste processing, transporting, storing, disposal or other activity relating to the waste. Contractor will provide an approved written hazardous materials communications program.

- 9.15 **Investigation Services** - The Contractor shall assist the City with technical investigations and inspections related to the vehicles when requested. Such investigations may relate to accidents or other issues involving matters of a technical nature such as assessment of vehicles being considered by the City for purchase or lease.

- 9.16 **Emergency Situations/Operations** - The Contractor shall mobilize its shop and provide repair and maintenance services for the duration of any and all emergency situations such as floods, snow storms or any and all other emergencies as declared by and at the discretion of the City Administrator. Such service shall include, but not be limited to, adequate staffing to ensure continued operations of vehicles designated as emergency vehicles by the City at a level and for the period of time determined to be required by the City. Such circumstances may occur during hours outside normal hours of operation and can involve any number of employees, equipment and vehicles. Costs incurred during emergency situation shall be billed to the City as services over and above the

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Approved Budget according to the pricing methodology set forth in the Contractor's proposal.

- 9.17 **Purchases** - The Contractor will assist the City in preparing vehicle purchase specifications and verification thereof upon delivery for any additional or replacement units.

SECTION 10 - RECORDS

Contractor agrees to maintain the City provided hardware and software for a permanent, detailed, automated record system for each vehicle and vehicle category. Contractor agrees to maintain all records and data pertaining to the performance of this Agreement. Contractor further agrees to maintain one set of complete records on-site at City's location. City shall reserve the right to audit said on-site records at any reasonable time. City shall provide to Contractor, at the start of this Agreement term, the currently maintained historical data on each individual vehicle or item of equipment. Contractor agrees to maintain a complete set of service manuals for each type of vehicle, equipment or unit. City agrees to reimburse Contractor for the cost of ordering any manuals which are missing during the start of performance under this Agreement.

- 10.01 **Management Reports** - The Contractor will use the computer system provided by the City to provide information including, but not limited to, the following:

- A. Total maintenance cost to date;
- B. Maintenance cost per unit, per period;
- C. Number of shop orders; time to process; entry to completion of work on the unit;
- D. Number of units receiving preventive maintenance service;
- E. Downtime for various categories of units as designated by the City; and
- F. Inventory levels.

Contractor will provide to the City Administrator through the CLO for each accounting period a report on its operations during the period. The reports and their delivery

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schedule are specified in the RFP. The RFP specifies the information to be included in these reports.

10.02 **General Records and Files** - To assure that both the Contractor and the City have an accurate, up-to-date record of maintenance and repairs on each City unit, the Contractor shall establish and maintain the records listed below. In addition, the Contractor must maintain a file of service manuals, lubrication charts and other pertinent information needed to properly maintain and repair the City fleet. All record and report forms must be reviewed and approved by the City prior to use.

A. History Folder - A history folder shall be provided for each City unit. This folder shall serve to keep all work orders in the same location and shall include pertinent data such as unit year, model and make and serial number.

B. Preventive Maintenance Records - The Contractor shall provide a preventive maintenance schedule and appropriate inspection forms for each level of service. The inspection forms must be completed by the mechanic doing the preventive maintenance on each unit at the specified intervals. The completed forms will be kept with the repair orders for that unit in the history folder.

C. Repair Orders - A repair order must be written for each unit that the Contractor works on. Jobs requiring rework must be so designated on the repair order. Repair orders will be sequentially numbers. Each repair order must be kept in sequence and accounted for. One copy will be provided to the City agency responsible for the unit. The Contractor's original must be kept in the unit history folder.

D. Miscellaneous Records - Other records and forms may be used by the Contractor as deemed necessary, subject to City approval.

10.03 **Ownership of Records** - The Contractor acknowledges that the data provided by the City or developed in the course of performing services under this Agreement are the

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property of the City. The Contractor therefore agrees to provide copies of said data (in both hard copy and electronic form) to the City upon request.

SECTION 11 - FACILITIES, EQUIPMENT AND INVENTORY

- 11.01 **Building and Maintenance** - Work is to be performed in the City-owned facilities which shall be provided to the Contractor for its use while this Contract is in effect for \$1 per year in accordance with this agreement. The Facilities shall remain the property of the City. The City will provide and pay for the gas, electricity, water and sewer service to the premises. The City is also responsible for all necessary repairs, maintenance, renovations and replacements to the facilities and all systems and components thereof, including compliance with all applicable governmental rules and regulations, unless necessitated by Contractor's negligence. The Contractor shall be responsible for interior housekeeping, janitorial maintenance and supplies. The Contractor shall also be responsible for ground maintenance. The above mentioned routine facility maintenance costs shall be included in the cost target. "The Contractor shall not engage in a course of conduct which is so disruptive and destructive that damage results for which improvements or repairs must be made". The City does not warrant that the soil and any ground water under the Facilities is not contaminated with any regulated substance or hazardous waste and that regulated substances or hazardous wastes have not been and are not now being treated, stored or disposed of on the Facilities in violation of existing federal, state or local requirements. The City further agrees to complete and deliver to Contractor, within ten (10) days of final execution of the Agreement, a Disclosure Statement in form and substance acceptable to Contractor. The City shall be responsible for any environmental damage, fines, penalties, clean-up costs, and any other costs, including, but not limited to, third party liability, that may arise from leaks, seepage or spills occurring in connection with the storage or dispensing of regulated substances or hazardous wastes at the Facilities, except such damages, fines, penalties, clean-up costs or other liabilities which result from actions or omissions of the Contractor or its employees.



- 11.02 **Security** - The Contractor may change the locks on any or all the maintenance facilities and equipment leased for the duration of the contract. The Contractor shall provide duplicate keys to the Contracting Liaison Officer with identifying tags.

The Contractor shall be responsible for the security of the facility and all equipment once locks have been changed. In the event of loss of or damage to the facility or equipment, the Contractor shall make payment to the City in an amount covering said loss or damage. In order to address such possibilities, the Contractor shall obtain insurance to cover such claims and the City shall be named as a co-insured and/or beneficiary under the policy.

- 11.03 **Shop Equipment** - The City shall provide shop equipment in accordance with the City's Inventory's list, as determined by an audit conducted jointly by the parties prior to the commencement of operation hereunder. At the commencement of operation hereunder, Contractor shall determine which City supplied equipment is operable and Contractor shall be obligated to maintain such equipment in the condition in which it was entrusted to him, reasonable wear and tear excepted. City agrees to replace, at its cost and within a reasonable period of time, any City equipment rendered unserviceable due to normal wear and tear.

The Contractor shall furnish all hand tools, equipment, and supplies needed to maintain the fleet consistent with good fleet management practice.

- 11.04 **Additional Shop Equipment** - The Contractor may purchase additional shop equipment if necessary to maintain the fleet consistent with good fleet management practice. The decision to purchase additional equipment shall be made by mutual agreement taking into account cost of equipment and depreciation. Any equipment purchased by the Contractor pursuant to this provision must be purchased by the City should this Agreement be terminated before the equipment has been fully depreciated. The price the City will pay is Contractor's original cost less depreciation.

For the purpose of computing depreciation, all equipment will be considered as having been purchased on the first day of the month following the month in which the equipment actually has been purchased. For example, equipment purchased on June 1, or June 30, shall be considered for the purposes of depreciation as having been purchased on July 1.

The Contractor shall furnish the City a written report certifying the description, serial and other numbers, cost and date of purchase of any equipment purchased. The Contractor shall also furnish written reports in like manner of any equipment traded or otherwise disposed of.

SECTION 12 - PHASE IN - PHASE OUT

If, upon expiration or termination of the agreement, the Contractor is not chosen to continue or elects not to renew the agreement, the Contractor will, upon written notification from the City, provide phase-in, phase-out services for up to sixty (60) days after the agreement expires or is terminated. After notification, the Contractor will cooperate in good faith with a successor in determining the nature and extent of the services, including the development of a mutually acceptable transition plan, subject to approval by the City. The Contractor will provide sufficient, experienced personnel during the transition period to ensure that all services called for by the agreement are maintained at the specified level of agreement performance. The Contractor will be reimbursed for all reasonable transition costs approved in writing by the City Administrator which are incurred within the phase-out period after agreement expiration or termination. The Contractor will cooperate with the successor in allowing as many personnel as practical to remain on the job in order to enhance the continuity and consistency of the services called for by the agreement. Toward this end, the Contractor will disclose necessary personnel records and allow its successor to conduct on-site interviews with its employees.

SECTION 13 - AMENDMENTS

Amendments which are consistent with the purposes of this Contract may be made in writing duly executed by the parties, and in accordance with City rules and regulations and other applicable laws and ordinances.

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This agreement, although executed on behalf of the OWNER by the Mayor and the Board of Public Works of the City of Ft. Wayne, Indiana, shall not be binding upon the OWNER unless and until the same shall have been ratified and approved by the Common Council of the City of Ft. Wayne, Indiana, and should said Common Council fail to approve the same within ninety (90) days after the date hereof, then this contract shall be and become wholly void.

This Agreement forms the entire agreement between the parties. Contractor warrants that the President executing on its behalf has authority to enter into this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed and sealed this Contract the day and year first above written.

TECOM INCORPORATED

BY: R. Lynn Laycock

R. Lynn Laycock

President

DATE: 6/10/97

CITY OF FT. WAYNE, INDIANA

This agreement having been reviewed, the action of the Board of Public Works for the City of Fort Wayne in entering and executing same as approved.

Mayor

DATE: _____

RLY

BOARD-OF PUBLIC WORKS

BY: 

Linda Buskirk

Chairman

DATE: 6/11/97

BY: _____

C. James Owen

Member

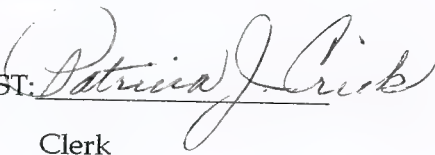
DATE: _____

BY: 

John Stafford

Member

DATE: 6/11/97

ATTEST: 

Clerk

DATE: 6/11/97

Attachments:

City's RFP and amendments
Contractor's Proposal



REQUEST FOR PROPOSALS
FOR
FLEET MAINTENANCE, REPAIR, AND FUEL SERVICES
FOR
THE CITY OF FORT WAYNE
FORT WAYNE, INDIANA

FEBRUARY 1997

DAVID M. GRIFFITH & ASSOCIATES, LTD.
Fleet Management Consulting Group
1350 Piccard Drive • Suite 100 • Rockville, MD 20850
301-869-2002 • Fax 301-869-1494

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ATTACHMENTS

A - Fleet composition for the City of Fort Wayne, Indiana by vehicle class

B - Current fleet maintenance organization in the City of Fort Wayne

C - Description of maintenance facilities and installed equipment in the City of Fort Wayne

D - Cost proposal submission forms

E - City of Fort Wayne Non-Discrimination Agreement

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NOTICE TO FLEET SERVICE CONTRACTORS

The City of Fort Wayne, Indiana, will receive up to but not later than 3:30 p.m. Eastern Standard Time, Tuesday, April 1, 1997, sealed proposals for the possible award of an agreement for Fleet Maintenance, Repair, and Fuel Services.

Proposals shall be received by the City of Fort Wayne at the following location:

The City of Fort Wayne
Division of Public Works
One Main Street, Room 920
Fort Wayne, Indiana 46802-1804

No late proposals will be accepted for any reason whatsoever.

PROPOSED SCHEDULE OF EVENTS

RFP Mailed to Proposers	2/7/97
Pre-Proposal Conference (Mandatory)	2/27/97
Initial Site Visit to Facilities (Mandatory)	2/27/97
Proposal Submissions Due	4/1/97
Interviews with 'Shortlisted' Contractors	4/21/97 - 4/25/97
Negotiations with Preferred Contractor	5/1/97 - 5/14/97
Selection of Contractor / Decision to Proceed	5/15/97
Target Date to Begin Service Under Contract	7/1/97

PRE-PROPOSAL CONFERENCE AND FACILITIES VISIT

The pre-proposal conference and facilities tour will be held at **9:00 AM** on **February 27, 1997** at the following location:

The City of Fort Wayne
Water Pollution Control Maintenance
515 E. Wallace Street
Fort Wayne, Indiana 46802

Please advise Linda Buskirk at (219) 427-1109 of your desire to attend and the names of your attendees.

CONTACT

The sole contact for the City regarding this RFP is Ms. Linda Buskirk, Director of the Division of Public Works. Please contact Ms. Buskirk's office at (219) 427-1109 to confirm your attendance at the pre-proposal conference. Any questions you may have shall be addressed at the conference or on the site visit. Any additional questions asked after the conference will be recorded and sent to all conference attendees along with the response provided.

I. SCOPE AND NATURE OF FLEET SERVICES

1. GENERAL

1.1 Objective of this Request for Proposals

The City of Fort Wayne, Indiana, hereinafter known as "City" is interested in entering into a contract with a commercial company, hereinafter known as "Contractor", to provide fleet maintenance, repair, and fuel services at existing City facilities. The City's objective for exploring this option is to compare the performance and cost of its current in-house operation against proposals received from private sector companies to determine whether the formation of a partnership will reduce fleet costs and achieve higher levels of fleet performance.

The City intends to enter into an agreement for services if such agreement will accomplish the City's objectives of service improvement and cost reduction.

1.2 Overview of Fleet Operations in the City

The City Garage is responsible for maintenance, fueling, and maintenance record keeping for the fleet of City vehicles that is owned and operated by various City departments and agencies. Currently, this fleet consists of heavy and light duty vehicles, law enforcement vehicles, and other pieces of equipment. (See Attachment A for a detailed listing of fleet composition).

The City Garage is an operating department within the City that is self supporting through charges made to the departmental owners of fleet vehicles for services provided. There are 29 employees at the City Garage, as outlined in Attachment B. The garage facility is a 25,000 square foot concrete structure with 19 service bays, plus parts room, offices, and employee wash and dining spaces. Welding machines and other equipment used for vehicle repair and maintenance are housed within this facility. A self service vehicle wash bay is located in an adjacent building. Additionally, a recently completed multi-pump self-service fuel island is located adjacent to the garage facility. See Attachment C for a complete list of installed equipment along with facility descriptions.

Services provided by the City Garage include preventive maintenance; remedial repairs; repairs necessitated by accident, abuse and vandalism; mobile service; tire service; towing; welding and fabrication; vehicle preparation (make ready); fuel site management; and other administrative services required to assure the effective and economical operation of the City's fleet.

1.3 Responsibilities of the Selected Fleet Services Contractor

The selected Contractor will be responsible for:

- The provision of all fleet maintenance, repair, and fueling services to the City's fleet.

It is expected that the Contractor will predominantly use the current City facility to provide these services. The City will allow the use of sub-contracted services such that these services (1) reduce overall fleet costs, (2) do not adversely affect user productivity, (3) do not adversely affect service quality, and (4) do not shift accountability for service from the Contractor.

- The provision of fleet maintenance and fuel information management services utilizing the current City information infrastructure for this purpose. Currently installed hardware and software is listed in Attachment C.
- The provision of technical assistance to support the City's decisions regarding fleet size and composition, fleet policy formulation, and capital investments in the fleet and fleet facilities.
- The provision of the services outlined above during all City declared emergency situations such as snow and flood emergencies.

2. TERM OF AGREEMENT

2.1 Commencement of Operations

If an agreement is awarded to a Contractor as a result of this RFP, the new Contractor will commence performance of services within ninety (90) days or sooner, but in no case less than thirty (30) days of an agreement authorizing the Contractor to proceed.

2.2 Agreement Period

The term of the agreement will be for a period of three (3) years.

The City may extend the term of this agreement, at its option, for two (2) one (1) year periods, or a fraction thereof, by written notice to the Contractor ninety (90) days before the agreement is scheduled to expire.

3. AGREEMENT MANAGEMENT

Contract Administrator. An appropriate City employee will be designated as the Contract Administrator or City Fleet Manager, and will be authorized to act on behalf of the City in all matters relating to any resulting agreement under the terms of this RFP. The Contract Administrator will decide any and all questions which may arise as to quality, quantity, character, and classification of service performed by the Contractor. It is expected that this person(s) will need to coordinate and work closely with the Contractor's management team in the execution of any agreement.

Dispute Resolution. In the event of any dispute between the Contract Administrator and the Contractor as to the Contractor's performance, or the Contract Administrator's decisions

relative to the agreement, either party will be given the same opportunity to present its position to the City. The Director of the Division of Public Works will render a decision within ten (10) working days. The decision of the Director will be final.

4. SERVICES TO BE PERFORMED

The Contractor will perform the services outlined below, and such other allied services as may be required to assure the continuity of effective and economical operation of the City's fleet. The Contractor will furnish all necessary policies and procedures, supervision, labor, tools, parts, materials, supplies, and subcontractor services required to maintain the fleet in a state of repair and service consistent with generally accepted fleet practice, and in accordance with the performance standards specified elsewhere in this RFP. The Contractor must also abide by all site safety standards and Indiana OSHA and environmental requirements. The Contractor will be expected to provide maintenance and repair services at such times of the day as to ensure meeting the daily fleet availability standards specified elsewhere in this RFP.

The Contractor will include in its proposal a recommended priority-setting procedure, and a staffing schedule that demonstrates its proposed method of achieving these standards.

Each service specified below is designated as a "Target" or a "Non-Target" service. These designations have important procedural and financial implications.

Target Services - All services designated as target services will be performed by the Contractor within a specified annual target cost managed by the Contractor.

Non-Target Services - All services designated as non-target services will be performed by the Contractor on a time and materials basis only after specific approval has been obtained from the City. The Contractor and the City will cooperate in managing the Non-Target budget established for these services.

Target Services

The cost target, which will be the Contractor's operating budget for each year of this contract, will include the following cost items:

- Personnel costs
- Parts/supplies/outside services
- Overhead expenses
- Contractor's administrative costs and fees

The Contractor will share in savings from the Target Cost. Savings will result when actual costs for Target Services are less than the agreed cost target. Overages will result when actual costs of Target Services are greater than the agreed cost target. The Contractor will be fully and solely responsible for costs that exceed 100% of the cost target.

5. TARGET SERVICES TO BE PERFORMED

Vehicle Maintenance and Repair

5.1 Preventive Maintenance

- a. The Contractor will include as an integral part of its proposal a Vehicle Preventive Maintenance (PM) program that will minimize, in its judgment, overall fleet maintenance costs consistent with the service standards outlined elsewhere in this proposal. The PM program will, at a minimum, be consistent with original equipment manufacturer specifications and warranty requirements, any government regulations that apply, and generally accepted fleet practice. A program should be outlined for each vehicle class as defined in Attachment A. Proposed exceptions or exclusions should be justified and explained in the Contractor's proposal. The selected Contractor's program must be reviewed annually to insure that it reflects changes in fleet composition, generally accepted fleet practice, and experience with the City's fleet.
- b. The Contractor will perform timely PM service on all fleet vehicles in accordance with its proposed program. The Contractor will coordinate PM requirements with vehicle users, and will be responsible for providing adequate notice to users of procedures due on their vehicles. The City is interested in suggestions regarding methods of ensuring a high level of PM compliance without adversely affecting the level of service, vehicle availability, or user productivity. The City is further willing to consider Contractor incentive proposals for demonstrative improvements in PM compliance.

5.2 Vehicle Safety and Emissions Inspections

The Contractor will conduct inspections of each vehicle according to federal, state, local, and City requirements and will coordinate the scheduling of such inspections with users as necessary. Current requirements are limited to the inspection and certification of Taxi Cabs in accordance with Chapter 116 of the City code. Additional requirements may be added through negotiation and contract amendments at a later date.

The Contractor will hold the City harmless for any action taken against the City for failure to conduct required inspections.

5.3 Repairs

The Contractor will perform all routine repairs on the City's fleet either in the current facility or through outside sub-contractors. Repairs defined as non-routine are outlined in the Non-Target Services section below. In addition to these, however, repairs estimated to cost in excess of \$750 for light-duty vehicles (i.e.; vehicles under 10,500 gvw), \$1,000 for Police and heavy-duty vehicles, \$1,500 for off-road equipment or for any vehicle or piece of equipment when the repair cost is greater than the fair market value of the unit, must be analyzed by the Contractor to determine the repair's cost-effectiveness, and be approved by the City. If the Contractor believes that vehicle or ancillary capital equipment replacement

appears to be more cost-effective than repair, such recommendation will be presented in writing to the City by the Contractor. The City will decide whether to repair or replace a vehicle or piece of equipment.

5.4 Roadcalls and Towing

The Contractor will provide towing service 24 hours a day, seven days a week within the metropolitan area. Response time for towing service (from time of call to arrival on scene) will be 60 minutes or less. During the hours of 10:00 PM to 6:00 AM, response times will not exceed 90 minutes. The Contractor can contract out for these services at its discretion if found to be more cost effective or expeditious. The Contractor will additionally provide certain categories of routine maintenance services at vehicle domiciles in other parts of the City away from the City Garage.

5.5 Quick Fix

The Contractor will provide a “Quick Fix” service for repairs that can be completed in less than one hour when the vehicle operator delivers the vehicle to the garage for service and chooses to wait for the service. Examples of quick fix service are replacing wiper blades, fuses, and light bulbs; topping off fluids; and fixing flat tires. This service will be continuously available during normal hours of operation for the user departments.

5.6 Warranty and Recall Work

The Contractor will administer all warranties and recalls for vehicles, equipment, parts, and subcontractor repairs including receiving reimbursement for such work. The Contractor is encouraged to obtain authorization from various vehicle and equipment manufacturers to perform in-house warranty work on City vehicles. Work performed by the Contractor for which reimbursement is provided by manufacturers will be credited to the City.

5.7 Road Testing

The Contractor must conduct a road or appropriate operations test on all vehicles and equipment that has had safety related repairs or adjustments (e.g.; brakes, steering, aerial lifts, etc.). These vehicles and equipment must be deemed safe to operate by the Contractor prior to being returned to service.

5.8 Welding and Fabrication

Welding and fabrication in connection with repair work is an integral part of the service to be provided by the Contractor. Examples of this work include but are not limited to attaching trailer hitches, constructing tool boxes, snow plow repairs, etc.

5.9 Outside Repairs

The Contractor will be responsible for arranging, managing, and paying for the conduct of outside repairs and will have full responsibility and liability for subcontract work. The Contractor’s plan for outside repair work will be stated in its proposal and approval from the City must be obtained before the plan is substantially changed. The plan will be reviewed as

necessary to ensure that the outside repair versus in-house repair decision remains justified, and remains the most cost-effective approach for the City, and that the quality of repair is acceptable. The Contractor will be responsible for any subcontractor work.

Spare Parts

5.10 Procuring, Stocking and Issuing Parts

- a. The Contractor will procure and furnish all parts, materials, supplies, and fluids required for the operation and maintenance of all City vehicles in accordance with parts management practices acceptable to, and approved by the City, and that will ensure meeting all relevant performance standards as outlined elsewhere in this RFP. The Contractor will own and maintain an appropriately sized inventory of parts, materials, supplies, and fluids at the primary maintenance site.
- b. The Contractor will not cannibalize parts from City vehicles for use on other vehicles without the prior written approval from the City. The City will receive fair market value for any parts cannibalized from City vehicles as a credit against Contractor invoices.

5.11 Purchase of Start-Up Inventory from the City

The Contractor will purchase the current inventory of parts and supplies at the City Garage by providing a credit against the first month's invoice. A complete physical inventory will be jointly taken by representatives of the City and the Contractor prior to the beginning of the contract. Upon completion of the inventory, the Contractor will assume ownership and complete responsibility for parts accountability and security. The value of the inventory is estimated to be \$45,000.

The City reserves the right to purchase at cost from the Contractor all or any portion of the parts inventory upon completion or termination of the contract.

5.12 Quality of Parts to be Furnished

Parts used to maintain and repair the fleet will meet or exceed the quality of the parts furnished originally for the equipment (OEM). However, if the original manufacturer has updated the quality of the parts for current production, parts supplied under this agreement will equal or exceed the updated quality specification. The City will specifically approve new product lines or changes to existing product lines before introduction into the parts inventory. Rebuilt/remanufactured parts must conform to the manufacturer's reconditioning tolerances.

5.13 Warranty Parts

Notwithstanding inspection and acceptance by the City, supplies furnished under this agreement or any provision of this agreement will be warranted by the Contractor for sixty (60) days, or the length of time of any warranty given by the manufacturer or rebuilder/remanufacturer, whichever is greater, after acceptance by the City.

Fueling and Washing Services

5.14 Fuel Management

- a. The City has in place a system of data collection and communication to monitor and record all fuel and associated activities and information. This system includes the automated collection and recording of information, which is done by on-site data entry terminals. The Contractor will be responsible for maintaining the integrity of this system of data collection and record keeping, and for reporting fuel and related information as required by the City. The City is interested in recommendations regarding the further automation of the fueling facility.
- b. The Contractor will be responsible for the maintenance, repair, or replacement of filters, hoses, nozzles, break away couplings, and swivels. The Contractor will be responsible for administering City agreements for the maintenance, repair and calibration of pumps, dispensers and other items, line leak detectors, automatic leak detection units, associated conduit and wiring, phone lines, modems for data communication, and fuel recording terminals for City automated fueling systems.
- c. The Contractor will conduct a daily visual inspection of the fuel site location according to City procedures.
- d. The Contractor will monitor the level of water in all tanks on a daily basis. When the water level exceeds 2 inches in depth, as measured by either the automatic tank monitoring system or manually by a fuel measuring stick, the Contractor will verbally notify the City immediately and in writing within 24 hours. The Contractor will be responsible for removing and disposing of the water according to EPA and State regulations.
- e. The Contractor will monitor fuel, new and waste oil inventory levels on a daily basis in order to detect possible leaks and to reorder fuel and oil at pre-specified minimum stocking levels. When suspected or continued petroleum product losses are discovered, the Contractor will immediately notify the City of such losses. The Contractor will perform an inventory reconciliation in accordance with EPA and State regulations.
- f. The Contractor will be on-call 24 hours a day, 365 days a year to respond to fuel system problems that may occur and must respond within 30 minutes after notification from the City.
- g. Any problem noted during an on-site inspection will be corrected immediately per EPA and State regulations. The Contractor will notify the City immediately upon discovery of any actual or suspected fuel leak or spill. Verbal notification within 30 minutes will be followed up with a written notification within 24 hours of verbal notification. The City will notify other appropriate authorities.
- h. The Contractor will provide the City with various fuel consumption and associated reports as requested, to include, for example, vehicle and equipment utilization, mpg by

vehicle, fueling events by vehicle and by employee, and so forth.

- i. The City will arrange for and pay for all fuel delivered to the City fuel site. The Contractor will notify the City when the fuel inventory levels reach pre-specified minimum reorder levels, and will place replenishment orders with the City contract fuel vendor under the direction of the City.

5.15 Wash Bay

The Contractor is responsible for maintenance and repair, and for providing supplies to operate the self-service vehicle wash unit. The agreement will not include maintenance and repair of the wash facility building and other structural components, but will include all routine maintenance such as janitorial service, replacement of light bulbs, etc.

Management Information Systems

5.16 Hardware and Software

The Contractor will be responsible for operating the "FleetMaint" Fleet Management Information System currently in use in the City. The City will provide all required hardware and software, and maintenance will be performed through existing City contracts. A list of the equipment currently installed can be found in Attachment C. The City is interested in recommendations concerning changes to the current hardware and software configuration.

5.17 Information System Operations

The Contractor will maintain accurate work orders, cost information, fleet, parts inventory, and labor information in the system. In the event the system is not operational, the Contractor will keep manual records and enter the same when the system is operational. The Contractor will run various monthly reports for the City as required. The Contractor will provide and stock necessary computer supplies to perform all functions (e.g ribbons, toner cartridges, paper, etc.).

Garage and Equipment

5.18 Use of the City Garage and Equipment

- a. The City will permit the Contractor to use the existing City garage to include maintenance and repair equipment, tools, computer systems, service vehicles, and furniture that are City property.
- b. The City does not warrant or guarantee against the possibility that safety or environmental hazards or potential hazards may exist at the garage. The Contractor will be responsible for identifying any hazardous conditions and notifying the City of these conditions in writing within thirty (30) days of agreement award and prior to occupation of the property. This will be accomplished by conducting an environmental assessment and an occupational, health, and safety inspection of the garage acceptable to the City. The Contractor will arrange for the conduct of the assessment and inspection and will

pay for the cost of these services.

- c. The Contractor will not use the facilities or other property furnished by the City for work on vehicles or equipment not owned or leased by the City unless otherwise authorized by the City. The property of the City will not be used in any manner for any personal advantage, business gain, or other personal endeavor by the Contractor or the Contractor's employees other than in the performance of the work described in the Agreement unless otherwise authorized in writing by the City.
- d. Within ten (10) days of agreement award, the Contractor will schedule with the City a joint garage inspection for the purpose of identifying pre-existing deficiencies pertaining to the buildings, utility systems, equipment, and other assets. The Contractor and the City will together make a complete and systematic inspection and inventory of all structural, mechanical, electrical, and utility systems and equipment, tools, service vehicles, computer equipment, and furniture to which the Contractor will have access during the course of the agreement period. The Contractor will then prepare and submit to the City a Pre-Existing Deficiency Report describing all observed deficiencies pertaining to the building structure, systems, equipment, or other assets noted during the joint inspection no later than five (5) days after the joint inspection. The City and the Contractor will negotiate tools purchases on an annual basis. The Contractor is to provide all tools valued less than \$1,000.
- e. This joint inspection and inventory will be repeated annually, and a report noting any new deficiencies will be delivered to the City each year. The City will determine the appropriate action to take in response to any deficiencies identified.
- f. The Contractor will be required to acknowledge receipt by signature of assets provided by the City for the Contractor's use. The assets accepted by the Contractor for the term of the Agreement will then become the responsibility of the Contractor. Upon completion of the agreement, these assets will be returned in the same condition in which they were provided to the Contractor, less normal wear and tear. The Contractor will be responsible for replacing any stolen, missing, or destroyed asset with a comparable asset at the Contractor's expense.

5.19 Garage Utilities

The City will be responsible for supplying all utilities to the garage. The Contractor may use City phone systems, but must pay for local service and equipment charges and long distance calls. In using the garage, the Contractor will develop and adhere to an energy conservation plan that is consistent with City policies, including minimum temperature settings in summer months and maximum temperature settings in winter months.

5.20 Garage and Equipment Maintenance and Repair

- a. The City will be responsible for preventive maintenance and repair of the garage structures that are used by the Contractor and that are the property of the City unless

such repair is due to the negligence of the Contractor. The Contractor must inform the City immediately upon determining that any element of the garage or its contents is in need of repair. Failure to do so could be deemed Contractor negligence. The City will give notice to the Contractor prior to performing repairs.

- b. The Contractor will be responsible for preventive maintenance and normal maintenance and repair of all the garage equipment owned by the City, such as compressors, lifts, etc. The Contractor must inform the City immediately upon determining that any element of the garage or its contents is in need of repair. Failure to do so could be deemed Contractor negligence.
- c. Service vehicles are considered part of the City fleet and all preventive maintenance and repair of these vehicles will be the Contractor's responsibility.
- d. Garage features, utility systems, equipment, furnishings, and other assets damaged by the Contractor or by a subcontractor under this agreement, will be restored to their pre-damaged condition by the Contractor at the Contractor's expense and at no additional cost to the City.
- e. The Contractor's service plan will specify that vehicle maintenance performance standards will be met regardless of garage and shop equipment maintenance and repair needs. Provisions in the plan must specify how this will be accomplished.
- f. The Contractor will be responsible for interior housekeeping and supplies, which includes janitorial services.

5.21 Garage Equipment Changes

- a. The City is willing to add shop equipment to the garage and will entertain Contractor recommendations in this regard. Such recommendations must be made and approved by the City as part of the agreement. These items will be added to the inventory of items that are the Contractor's responsibility as they are put into service. The Contractor will make every effort to work with the equipment available at the City facility and will not demand additions to the garage equipment to fulfill the mission stated in this request for proposals.
- b. The City will periodically replace equipment, tools valued more than \$1,000, computer hardware, service vehicles, or furniture as needed. The inventory of items for which the Contractor will be responsible will be amended to reflect these changes.
- e. The Contractor will be responsible for security of all properties and assets designated for its use or management.

Additional and Miscellaneous Target Services

5.22 Garage Hours of Service

The Contractor will provide PM and repair services to City vehicles and equipment at times that least affect the operation of the user departments. To accomplish this the garage must be open, at a minimum, during the hours of 7:00 a.m. to 11:00 p.m., which are the current hours of operation for the City Garage. The garage will be open Monday through Friday excluding the holidays observed by the City.

5.23 Waste Management

The Contractor will provide for the gathering and disposal of hazardous waste products produced through normal garage operations. Disposal of all waste materials will be done in accordance with City policies, and local, state, and federal laws and regulations. The Contractor will provide and maintain records, including Material Safety Data Sheets (MSDS) and contingency plans for handling a spill or other mishap on all hazardous chemicals and other hazardous wastes.

5.24 New Vehicle Preparation and Vehicle Re-marketing

- a. The Contractor will receive and prepare newly acquired vehicles and equipment for service. Preparation will include inspections; information system update; cleaning; installation of any required decals; and installation of standard accessory equipment. Other special equipment installation is a non-target service. When preparation work is completed, the Contractor will notify the user of the availability of the new equipment.
- b. The Contractor will prepare retired equipment for disposal. Preparation for sale will include decals and special equipment and doing associated paper work. The City will retain responsibility for disposing of surplus vehicles.

6. NON-TARGET SERVICES

Costs of performing work that is directed by the City or directed by necessity may be invoiced to the City but accounted for separately within the definition herein of non-target costs. All work that may qualify as non-target must be approved by the City as non-target prior to beginning the work. Exceptions to this requirement (i.e., emergency situations) may be approved without prior *written* approval on a case by case basis.

All parts, material, and subcontractor costs incurred by the Contractor in providing non-targeted services will be charged at net cost without any markup and paid for by the City to the extent that they are reflected on completed repair orders. The City also will pay for any labor cost incurred by the Contractor when such cost is an addition to the Contractor's normal labor cost (i.e., if a non-target service is done during normal work hours by the core staff, the Contractor will not charge the City for this labor).

The City performs the following services on a regular basis. These services are listed as non-target services for the scope of this contract. The City expects the Contractor to "staff" in order that the majority of these services are performed on a straight time basis.

NON-TARGET DETAILED PRICE PROPOSAL

[illegible]

6.1 Accident and Vandalism Repairs

- a. The Contractor will be responsible for reporting each accident or vandalism incident to the Contract Administrator as soon as practicable. The Contractor will process accident repairs including obtaining repair estimates and bids, transportation of vehicles to/from the repair site, repair quality and timeliness, and administration, including the payment of invoices.
- b. Competitive bids will be obtained for accident repairs, one of which can be the Contractor's. The City will provide a list of approved vendors. The Contractor will provide the opportunity to each of these vendors to bid on the work to be performed. The work will then be performed by lowest cost responsible bidder.

6.2 User Abuse Repairs

It is the responsibility of the Contractor to notify the City whenever a vehicle shows suspected abuse by the user. In such cases, the Contractor will proceed to repair the vehicle (subject to limitations specified elsewhere), and will provide the City with documentation of the suspected abuse. The City will then review the documentation, determine whether user abuse did occur, and designate the repair as a non-target service.

6.3 Emergency Service

The Contractor will comply with the City's requests to provide stand-by fleet maintenance and repair support during hours not normally worked by the Contractor. The City will notify the Contractor when a requirement exists, and the nature and anticipated duration of the response needed from the Contractor. The Contractor will be on-site and providing service with an appropriate complement of personnel within one hour of notification that such services are required.

The cost of overtime labor during emergency service will be treated as a non-target cost; parts replaced will be a Target or Non-Target cost as defined above.

6.4 New Vehicle Up-fitting

Custom work to up-fit new equipment, except for the vehicle preparation defined as a target cost above, will be classified as a non-target cost. The City has typically completed this work in the City Garage, and will consider a yearly quote from the Contractor to complete this work after the Contractor has achieved adequate experience in the level of effort required to accomplish this task. Until then, at least three (3) competitive bids will be obtained for all work, one of which can be the Contractor's. The work will be performed by the lowest cost responsible bidder.

6.5 Directed Work

The City Contract Administrator, or other designees appointed by the City, may direct the Contractor to perform additional tasks to meet the operating requirements of the City. The Contractor will perform such assignments in accordance with an agreed upon schedule and

level of work effort. The City will authorize the work to be performed. The Contractor will submit estimates itemized by labor, parts, and outside services. Examples of directed work may include welding, moving equipment to various sites, assisting other departments with emergency work, etc.

7. PERFORMANCE STANDARDS

Contractors need to be fully aware that the City relies on vehicles and equipment to provide municipal services, and the availability and reliability of the fleet is of the essence. With this in mind, the Contractor will meet the following performance standards during the term of the agreement. The Contractor will be expected to maintain these performance standards at all times. Labor disputes, strikes, and other events except those beyond the Contractors control will not relieve the Contractor of meeting these standards. How the Contractor will manage this requirement must be spelled out in its proposal.

7.1 Monthly Vehicle Repair and Maintenance Time Standards

The following percentages of all maintenance and repairs affecting the full use of the fleet must be completed within 24 or 48 hours as noted, except for weekends and holidays, of the vehicle being made available for service. The Contractor will be required to maintain this standard as long as the vehicle in question is made available to the Contractor as soon as soon as service is requested. Regardless of these standards, the Contractor will notify user departments when any vehicle will be out of service at the start of the user's next shift.

Off-Road & Specialty Equipment	70% (80% within 48 hours)
Heavy Duty Vehicles	75% (90% within 48 hours)
Light Duty Vehicles	80% (90% within 48 hours)
Police Vehicles	85% (90% within 48 hours)

The following will be excluded from the vehicle repair and maintenance standards:

- a. Accident, Vandalism, or Operator Abuse Repairs - The City expects that accident and vandalism repairs must be completed within 14 calendar days, unless the repair is deemed to be uneconomical, as defined previously in this RFP. Operator abuse repairs should be completed within 7 calendar days. The Contractor will notify the City if, in any instance, these standards cannot be adhered with.
- b. Vehicles Awaiting Repair Authorization from the City - In cases where the Contractor is awaiting repair authorization from the City to proceed with a given repair, the period from which turnaround time is measured will begin with the City authorization to proceed with the repair.
- c. Vehicles Exempted by the City - In instances where the City decides that it would be in the City's best interest to temporarily waive vehicle turn around performance standards for all or selected vehicles, the City will provide the Contractor written notification of

this decision including specification of the time period for which these standards will be relaxed.

7.2 Monthly Fleet Availability Standards

The Contractor will maintain minimum monthly availability rates by vehicle class as follows:

Off-Road and Specialty Equipment	80%
Heavy Duty Vehicles	90%
Light Duty Vehicles	90%
Police Vehicles	90%

Vehicle availability will be defined as follows:

- a. The number of vehicles in the class times the number of hours in the month.
- b. Minus the amount of time in hours each vehicle is out of service for maintenance or repair during the month. *
- c. Divided by the calculation from "a".
- d. Multiplied by 100.

* Time out of service begins when the vehicle is taken out of service and made available to the Contractor. It ends when maintenance or repair work is completed and the vehicle is returned to service. Excluded from the computation are vehicles that received "quick fix" service; those awaiting repair authorization from the City; those out of service as a result of user abuse, vandalism, accidents, or Acts of God; and those specifically exempted by the City.

8. PERFORMANCE INCENTIVES AND PENALTIES

8.1 Cost Savings Incentive

As an incentive to the provider to identify and pursue cost savings opportunities, the City is willing to establish an arrangement whereby the City and the Contractor share in cost savings that are generated as a result of actions taken by the Contractor. The Contractor will describe in its proposal methods of compensation consistent with this objective.

8.2 Liquidated Damages

- a. The Contractor will pay the City liquidated damages for performance that falls short of specified performance standards, and will receive compensation for performance that exceeds specified standards.
- b. The Contractor will pay liquidated damages or receive compensation each month for variation from specified performance as follows:

Turnaround Time:	Within 24 Hours	1 point for each percentage point above or below the performance standard per vehicle class.
	Within 48 Hours	1 point for each percentage point above or below the performance standard per vehicle class.
Availability:		1 point for each percentage point above or below the performance standard per vehicle class.; 2 points for police vehicles. 4 points for snow vehicles during winter months.

- c. At the end of each month, the City will tally the points assessed to the Contractor, and then compute the amount of liquidated damages or compensation that are owed by or to the Contractor. Each point will be worth \$45.00.
- d. The Contractor will identify each incident of rework required due to Contractor fault, and will be charged 2 points for each incident.
- e. The monthly Contractor invoice will be adjusted to reflect liquidated damages or compensation assessed for the month.

9. QUALITY ASSURANCE PROGRAM

The Contractor will implement a Quality Assurance Program for the management of the repair and maintenance of assigned vehicles. The program will include provisions for meeting specified performance standards, for maintaining quality workmanship, for providing a high level of customer service, and for reducing fleet costs incurred by the City. The Contractor will include a detailed description of its proposed Quality Assurance Program in its proposal. The plan will address, at a minimum, the following items:

- Fleet Availability
- PM Performance
- Repair Performance
- Parts Availability
- Vehicle Safety and Reliability
- Customer Service

- Cost Reduction Initiatives

A mandatory component of the quality assurance program is user surveys. Two types will be required: (1) a survey of individual vehicle operator satisfaction each time a vehicle has been serviced, and (2) an annual user satisfaction survey of designated representatives of each user department.

The Contractor's proposal will define a recommended role for the City in the quality assurance program.

10. RECORD KEEPING AND REPORTING

- a. Contractor Records - The Contractor will provide authorized representatives of the City access at all reasonable times to all electronic and hard data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, time cards, and memoranda, and will provide cost verification for work performed to the City.
- b. Reference Files and Procedures - The Contractor will maintain a complete file of service manuals, parts manuals, service bulletins, lubrication charts and other information needed to properly service and repair the fleet. These records become the property of the City at contract termination or conclusion.
- c. Vehicle and Repair Order History - A hard copy history folder will be maintained by the Contractor for all maintenance and repair work done. This folder will contain, by repair order number, all repair orders generated for the fleet. In addition, a folder will be kept for each vehicle and piece of equipment in the fleet which will contain hard copy documentation of the vehicle's make, model, year and serial number, warranty information, and invoice information. Some users will require and the Contractor must provide them with a copy of repair orders for their vehicles at the time that maintenance or repair work is completed.
- d. MIS Requirements - The information system will provide records of all maintenance, repair and servicing, and utilization by vehicle. The Contractor will maintain all data the City requires in tracking daily, weekly, monthly and year end performance activities. The Contractor will enter into the information system all repair work order data including labor, contracted services, parts used, repair codes, vehicle utilization and other pertinent fleet management information. The City must have "read only" access to the information system, and be able to conduct "ad hoc" queries and generate on-demand reports.
- e. Ownership of Records - All reference files and procedures and all electronic data are the property of the City.
- f. Billing Information - The Contractor will be able to generate automated information to support charge backs to fleet users for ownership, administration, maintenance and

repair services, and fuel.

- g. Daily and Monthly Report - The Contractor will submit a daily report to the City that fully describes the work performed the prior business day, including compliance with required performance standards. The monthly report will summarize the month's work in the same format as the daily report. The monthly report will be shown in an overall format for both the City, and each user department separately.
- h. Annual Report - On the calendar year of the effective date of the agreement and every other anniversary date thereafter, the Contractor will submit to the City a written annual report that summarizes the year's activity in a format agreed upon by the Contractor and the City. The annual report will be shown in an overall format for both the City and each user department separately.
- i. Complaints - The Contractor will perform a service of high quality and keep the number of legitimate complaints to a minimum. The Contractor will maintain a record of all complaints for inspection by the City, and will furnish a monthly report listing the name, department, and telephone number of the person complaining, the time and date the complaint was received, the nature of the complaint, and the disposition of each complaint.

11. CONTRACTOR PERSONNEL

11.1 Selection of Personnel

- a. The Contractor must include with its proposal a complete staffing plan. The plan must include an organization chart identifying specific job classifications and the number of employees in each job classification.
- b. The Contractor will have responsibility for selecting personnel to perform the services outlined in this proposal and for determining and providing wages, salaries and benefits for its employees.
- c. The Contractor will provide the first right of refusal to all City employees affected by this agreement for positions for which they are qualified, up to the number of personnel indicated in the staffing plan. Current employees will be considered to be qualified if they have more than fifteen (15) years of experience in the City Garage or a vehicle-mechanic related position within the City, or if they have at least one (1) valid A.S.E. certification at the time the agreement is signed.
- d. The Contractor's Project Manager and other key personnel will have proven technical and managerial experience in the field of fleet management, maintenance, and repair. The Contractor must present its nominee for Project Manager during interviews with the City (should the Contractor be invited for an interview).
- e. The Contractor will include in its proposal an employee training, improvement, and

certification program.

- f. All Contractor employees must meet the City's pre-employment standards including those associated with drug and alcohol tests, a criminal record check, security clearance, and a medical examination, if applicable. All employees who will operate City vehicles or equipment requiring a commercial drivers license must have this license.

11.2 Changes in Personnel

The Contractor's Project Manager will not be changed prior to notifying the City. The City must approve the individual who replaces the current Project Manager prior to a changeover. The Contractor's proposal to change its Project Manager must include a transition plan.

12. TOTAL AGREEMENT COST

The Agreement will have three cost components: Target Cost, Non-Target Cost, and Transition Cost. The Contractor's proposal will include an itemized cost proposal in the tabular format found in Attachment D. Each major cost component is defined below.

12.1 Target Costs

As defined in Section 4.

12.2 Non-Target Costs

As defined in Section 4.

12.3 Transition Costs

- a. The transition period is that time between the award of an agreement and completion of the first four months of agreement services.
- b. A successful transition to agreement service is essential. This transition is one that provides for the provision of service throughout the transition period that is at least equal to the current level of service provided by the City, and that puts the Contractor in a position to meet all agreement specifications after the transition period. The City appreciates the fact that resources in addition to the resources needed to provide target services may be required to accomplish a successful transition. Consequently, the City requires Contractors to present in their proposals a Transition Plan, which includes the enumeration of resources needed to implement this plan.
- c. The City will establish a Transition Budget that provides funding for implementation of the Contractor's Transition Plan to the extent that such implementation requires the Contractor to incur costs above and beyond those proposed for the provision of agreement services in the first year of the agreement. The transition budget will be based on the Contractor's proposed Transition Plan cost proposal, and the City will pay for transition costs up to this budgeted amount.

12.4 Definition of Net Cost

In invoicing the City for Non-Target Costs and Transition Costs, the Contractor will only charge the City net cost for parts and outside services. Net cost is the actual price the Contractor paid less any recall, warranty, trade, or core discounts, credits or rebates; cash discounts and volume discounts; insurance refunds; or any other discount.

12.5 Unusual Costs

The Contractor may petition the City for an adjustment to the Target Cost at reasonable times on the basis of unusual changes in the Contractor's cost of doing business. For purposes of this Section, unusual changes are items not covered by this agreement that occur as a result of external events and through no fault of the Contractor, such as changes in local, state, or federal laws or regulations, natural catastrophes, civil disturbances, or similar extraordinary events. The term will not include price increases occurring in the ordinary course of doing business.

12.6 Cost Adjustment for Agreement Renewal

The Target Cost for the first year of the agreement is set by the Contractor's cost proposal. Adjustments to the annual Target Cost will be made pursuant to the conduct of the annual meeting between the City and the Contractor, described later in this RFP. In accordance with the City's overall objective to reduce cost, the City expects a net reduction in overall costs in future years due to enhanced efficiencies.

12.7 Changes in the Size of the Fleet

The agreement Target Cost will be adjusted to correspond to increases or decreases in fleet size (on a vehicle-equivalent basis as specified by the City) if such changes are more than five (5) percent (higher or lower) of the fleet size specified at the time of agreement effective date. These adjustments will be made semi-annually in equal proportion with the change in fleet size.

12.8 Invoicing

- a. Frequency: The City will accept one invoice per month in payment for Target Services. In addition, the City will accept one invoice a month for costs incurred for Non-Target Services provided during the preceding month or not previously invoiced. Each invoice will be adjusted as appropriate for performance rewards/liquidated damages, and for any costs incurred directly by the City for Target Services.
- b. Invoicing for Target Services: Invoices will be in a format which will distinguish costs for each City user department. Invoices for Target Services will include appropriate backup material for all reimbursable items. All costs invoiced for Target Services, except for fees, shall be actual net costs as paid by the Contractor. The first month's invoice for Target Services plus fees shall not exceed 1/12 of the Target Cost. The Contractor's costs which exceed 1/12 of the Target Cost in any one month may be invoiced to the City in a subsequent month within the current contract year to the extent that cumulative invoices

for the current contract year-to-date do not exceed the portion of the contract year completed. For example, the total year-to-date charges through the fourth month of a contract year shall not exceed 4/12ths of the Target Cost.

- c. Invoicing for Transition Costs: All costs invoiced for transition costs must be pre-approved by the City. Such costs will be actual net costs as paid by the Contractor and will be supported by detailed time and expense reports.
- d. Invoicing for Non-Target Services: Invoices for Non-Target Services must include line item documentation of costs incurred (e.g.; wages, parts, subcontractor services, etc.) as well as documentation of City authorization to incur Non-Target Costs. Within each Non-Target category, individual repair order numbers with associated labor charges, parts costs, and subcontracted services will be delineated. Non-Target invoices will be grouped by City user department.
- e. Payment of Invoices: The City will pay the Contractor within thirty (30) days of the City's receipt of an acceptable invoice. The City will pay the Contractor for all items invoiced over which there is no dispute so that payment for undisputed items is prompt. Payment for disputed items will be made when disputes are resolved.

12.9 The City's Rights to Review Billing Documentation

The City reserves the right to request additional documentation from the Contractor prior to paying any disputed portion of the invoice. Such documentation may include, but is not limited to, invoices to the Contractor for parts or subcontracted services and payroll registers. The City reserves the right to send in auditors to audit the Contractor's records and books pertaining to this contract.

13. ANNUAL MEETING

A meeting will be held no less than sixty (60) days prior to the end of each agreement year. During this annual meeting between the City and the Contractor, the Contractor will present a summary of work accomplished relative to service performance standards, Target and Non-Target budgets, etc. The presentation will also include recommendations for changes to improve performance during the upcoming year. The Contractor should be prepared to discuss operating and capital budget requests for the upcoming year. A copy of the presentation will be made available to the City prior to the meeting. During the meeting the Contractor's performance will be reviewed. The City will present a "report card" that includes its assessment of the Contractor's performance. The meeting will also include a review of the Contractor's cost of doing business and cost reduction proposals. Changes to the agreement resulting from the annual meeting will be documented in an agreement amendment.

14. CONTINUITY OF SERVICE

14.1 Notice of Intent Not to Renew

The Contractor must recognize that the services to be provided are vital to the City and must be maintained without interruption and that, upon expiration or termination of the agreement, a successor will continue these services. Therefore, if the Contractor chooses not to renew the agreement upon agreement expiration, the Contractor is required to provide the City a written notice of such intent at least six (6) months before the expiration of the agreement. Should the Contractor fail to provide timely notice, the City reserves the right to require continued performance of the agreement by the Contractor under the terms of the agreement for a period of up to six (6) months from receipt of a written notice of intent or from the date of expiration of the agreement, whichever is earlier.

14.2 Phase In - Phase Out

If upon expiration or termination of the agreement, the Contractor is not chosen to continue or elects not to renew the agreement, the Contractor will, upon written notification from the City, provide phase-in, phase-out services for up to sixty (60) days after the agreement expires or is terminated. After notification, the Contractor will cooperate in good faith with a successor in determining the nature and extent of the services, including the development of a mutually acceptable transition plan, subject to approval by the City. The Contractor will provide sufficient, experienced personnel during the transition period to ensure that all services called for by the agreement are maintained at the specified level of agreement performance. The Contractor will be reimbursed for all reasonable transition costs pre-authorized by the City, which are incurred within the agreed period after agreement expiration or termination. The Contractor will cooperate with the successor in allowing as many personnel as practical to remain on the job in order to enhance the continuity and consistency of the services called for by the agreement. Toward this end, the Contractor will disclose necessary personnel records and allow its successor to conduct on-site interviews with its employees.

II. PROPOSAL REQUIREMENTS, GUIDELINES AND CONSIDERATIONS

1. PROPOSAL SUBMISSION

1.1 Number of Copies

One (1) original and ten (10) copies will be submitted. The Technical Proposal and the Cost Proposal must be separately bound and delivered in separately sealed envelopes. Each envelope must be clearly labeled "Fleet Maintenance Proposal" with the City name shown.

1.2 Late Proposals

Proposals received after the date and time specified above will not be considered for agreement award and will be returned to the Contractor unopened.

1.3 Penalties for Misrepresentation

Any material misrepresentation in the Contractor's response could result in termination of the agreement, or any other appropriate administrative sanctions and/or legal actions.

1.4 Acknowledge of Amendments

Contractors will acknowledge receipt of any amendment to this solicitation returning the amendment with its proposal.

2. PROPOSAL SIZE, CONTENT AND ORGANIZATION

A proposal will set forth full, accurate, and complete information as required by this section and other sections of this RFP.

3. TECHNICAL PROPOSAL REQUIREMENTS

Part I of the Contractor's proposal will present the technical elements of the proposal and must consist of the following sections:

3.1 Corporate Overview

This section of the proposal will present an overview of the Contractor's organization and will include the firm name; address; phone and fax numbers; firm history; appropriate Company's, State, and Federal registration numbers; name, title, address, and phone number of the firm's representative for the proposal; and annual reports or financial statements for the past three (3) years. The financial reports can be appended to the proposal.

3.2 Approach

The main objective of this Request for Proposals is to improve the delivery of fleet maintenance services and to reduce overall fleet maintenance costs. The Contractor should clearly outline its methodology and approach to achieve this goal.

This section of the report will consist of a statement of the Contractor's understanding of the objectives of the proposed relationship and how these objectives may best be accomplished. It also will present the Contractor's approach to providing the services specified in this RFP. This section will describe the services to be provided, who will provide the services, how the services will be provided, and the management systems the Contractor will use to support provision of services and accomplishment of performance objectives and standards. Thus, this section will include a description of things such as the processes to be used to promote compliance with the PM program, to schedule services to minimize disruption to the conduct of the City's business, to establish priorities among competing demands, to control the quality of services provided, to track the work that is accomplished, and to otherwise accomplish the City's objectives.

3.3 Transition Plan

This section will describe the actions that will be taken to accomplish a successful transition to agreement services and the resources the Contractor will employ in addition to resources needed to provide Target Services to accomplish a successful transition. The Contractor will describe how continuity of service will be maintained during the transition period. In addition to specific actions to be taken, specific personnel to be used and their time commitments, and other resources to be used, the Contractor will provide a time line of events and milestones for the transition period.

3.4 Service Alternatives and Exceptions

This section provides the Contractor the opportunity to suggest alternatives to the scope of services and conditions set forth in this RFP which in the Contractor's judgment will further advance accomplishment of the City's fleet management objectives; improved service and reduced cost. Also, the Contractor must state in this section whether it takes exception to any provision set forth in this RFP.

The City prefers to receive technical proposals that are inclusive of all provisions set forth in this RFP without exception and to have Contractors define alternatives in terms of changes in the technical and cost proposals that will enable the City to evaluate these alternatives relative to the scope of services and conditions set forth in this RFP.

This section is mandatory. Failure of a Contractor to include this separate section in its proposal will be taken to mean that the Contractor takes no exceptions to the terms and conditions specified in this RFP, and offers no alternative terms and conditions.

3.5 Organization and Staffing

This section will present the Contractor's proposed organization structure and staffing chart

showing specific job classifications, number of employees and full-time equivalent employees by position and reporting relationships. Resumes for all key managerial/supervisory positions will be provided in sufficient detail to be able to determine the nature and depth of each individual's relevant experience and their relationship to the Contractor. The amount of time each key individual will devote to the work will be specified. As part of the decision process, the City is interested in ascertaining how the Contractor will staff their organization.

3.6 Qualifications and Experience

In this section the Contractor will describe its track record in performing services comparable to those specified in this RFP and other information relevant to making a determination as to the ability of the Contractor to perform these services. The Contractor will describe its experience with the full range of vehicles and equipment in the City's fleet.

This section will include a list of all work of this nature the Contractor has performed within the past five years. This list will include the name of each client, a client contact and telephone number, the size and composition of the client's fleet, the scope of services provided, effective dates of the agreement(s) with this client, and the annual agreement cost. The Contractor will distinguish fleet maintenance work from other work when both are part of a single agreement.

4. COST PROPOSAL REQUIREMENTS

Part II of the Contractor's proposal will present separately bound and sealed business elements of the proposal and must consist of the following sections:

4.1 Target Cost Proposal

The Contractor must use the Target Cost Schedule (Attachment D) for the presentation of its target cost proposal. Contractors are to submit target cost amounts for each cost item identified in the Target Cost Schedule. The costs set forth in the schedule will be used for establishing an agreement target cost which will be the Contractor's operating budget for each year of the base period of this agreement. The following instructions and definitions apply to the completion of the Target Cost Schedule:

- a. Personnel - The number of *full-time personnel equivalents* (FTEs) (1 FTE = 2,080 hours per year) proposed for each personnel category listed on the Target Cost Schedule will be noted along with the corresponding total personnel cost for this category. Personnel costs must be broken down into wages and salaries and fringe benefit costs by job classification. Any bonuses awarded by the Contractor to personnel as a result of cost savings realized under this agreement relative to the target cost will not be reimbursed by, and should not be included in the cost to the City.
- b. Parts, Supplies, and Outside Services Costs - The Contractor will charge the City for parts, supplies, and outside services as the items or services are used, as reflected in the Contractor's completed repair orders. No markup will be added to the Contractor's net

cost for the items or services charged to the City.

- c. Overhead Costs - Overhead costs included in the target cost will include indirect expenses incurred for such items as indirect shop supplies, office supplies, uniforms, bonding costs, copying services, non-capitalized equipment, shop tools, and insurance. Costs for maintenance and/or repair and/or rental of equipment used in delivering goods and services under this agreement also are defined as overhead costs. The Contractor will charge the City for such overhead expenses as they are incurred and at the Contractor's net cost without markup. Indirect costs incurred by the Contractor in connection with the following will *not* be reimbursed by, and should not be included in the cost to the City: bad debts, donations, entertainment, fines and penalties, lobbying, defense of criminal charges, and alcoholic beverages.
- d. General Administrative Costs and Fees - The Contractor's general administrative costs and fees will be charged to the City at the rate of one-twelfth of the approved annual amount for general administrative costs and fees per month.

4.2 Non-Target Cost Proposal

The Contractor must include in its response to this RFP its proposed Non-Target Service rates (Attachment D). These rates will set the maximum rate that the Contractor will charge for providing non-target services. In the process of providing the City with an estimate of cost to perform non-target services (e.g. directed work, vandalism repair), the Contractor may elect to quote the City a price for such work that is based on rates that are lower than those proposed.

4.3 Transition Cost Proposal

The City recognizes that resources in addition to those needed to provide on-going target services may be required during the transition period. The Contractor will document these costs in its proposal. A detailed breakdown of the proposed transition costs is required.

5. BASIS OF AWARD

The City will evaluate all proposals submitted as well as its own in-house capabilities to perform fleet services. This RFP is not to be construed as a guarantee that an agreement will be awarded. The City expressly reserves the right to reject all proposals received and to have all or a portion of the work performed by its own personnel. Furthermore, The City expressly reserves the right to reject any and all proposals, for any reason, and to waive any of the terms, conditions, and provisions contained in the RFP. Such waiver will be at the discretion of the City, to the advantage of the City, and in the City's interest.

5.1 Contractor Selection Process

A City team will review and evaluate all proposals submitted in response to this RFP. The Committee will conduct a preliminary evaluation of all proposals on the basis of the information provided in the technical proposal. The City reserves the right to make on-site

visitations to assess the capabilities of individual offerors and to contact references provided with the proposal. In addition, the City may arrange for discussions with firms submitting proposals, if required, for the purpose of obtaining additional information or clarifications.

A City team will evaluate all proposals for technical and cost information. Based upon the results of the evaluation by the team, the City may elect to interview the top ranking offeror/offerors. The City will consider the following attributes of each Contractor's proposal in making this determination. Contractor's should not construe the order of these attributes as a measure of their relative importance in the evaluation.

- Overall cost reduction
- Overall service improvement
- Organization and staffing
- Project Manager and other key personnel qualifications and experience
- Contractor financial capability, qualifications, and experience in fleet management
- Understanding of the project
- Responsiveness to RFP requirements
- Proposed exceptions and innovations
- Approach to providing services
- Quality assurance plan
- Transition plan and contingency plans

The Team will negotiate a proposed agreement with the highest rated qualified Contractor unless a decision to retain in-house service is made. The Contractor and the Team may negotiate any changes desired in the RFP if deemed in the best interest of the City. If a satisfactory proposed agreement cannot be negotiated with the highest rated qualified Contractor, negotiations will be formally terminated. Negotiations will then be undertaken with the second most qualified Contractor and so on.

5.2 Contract Versus In-House Service

- a. After selection of the preferred Contractor, the City team will compare the Contractor's technical and cost proposals with in-house operations and level of services and determine the approach that is in the best overall interests of the City.
- b. The City team will present its recommendation on agreement award to the City of Fort Wayne City Council who must approve the award for it to become effective.

III. GENERAL AGREEMENT PROVISIONS

1.1 Compliance with Applicable Laws

The parties to this Contract agree that the laws of the State of Indiana shall govern the validity, construction, interpretation, and effect of this Contract. The Contractor shall conduct the service of fleet maintenance as provided for by this Contract in compliance with all applicable federal and state regulations and laws. This Contract and the work to be done as described herein is also subject to the provisions of all pertinent municipal ordinances which are hereby made a part hereof with the same force and effect as if specifically set out herein.

1.2 Bankruptcy

"Insolvent" for the purposes of this clause shall mean a party's inability to pay its debts as they mature. A party's insolvency, or voluntary or involuntary bankruptcy, shall not constitute prospective unwillingness and/or inability to perform nor a repudiation of this agreement unless the party fails to give a timely and adequate assurance of its ability to perform. Until such assurances are received, the demanding party may suspend, if commercially reasonable, any performance due upon its part unless already paid for. If a party is unable to give adequate assurance, the other party may terminate the Contract with thirty (30) days written notice. Assumption of this Contract by a bankrupt debtor's trustee shall initially give rise only to a reasonable sense of insecurity and shall not operate as an automatic repudiation, prospective unwillingness to perform, or a breach of the Contract where the Contractor is in the process of voluntary or involuntary bankruptcy. The City shall not be bound to the Contract by an insolvent Contractor's trustee or receiver. In the event of the Contractor's bankruptcy, the City will have the same remedies as provided for under Breach of Contract.

1.3 Breach of Contract

If the Contractor fails to perform, or fails to perform in a satisfactory manner, or fails to perform in accordance with applicable ordinances, the City shall have the right to demand in writing adequate assurance from the Contractor that steps have been or are being taken to rectify the situation. The Contractor must within seven (7) days of receipt of such demand return to the City Board of Public Works or their designee a written statement that explains reasons for non-performance or delayed, partial or substandard performance during that period and any continuation thereof. The Contractor also has available to him the option to appear with an explanation before the City Council. Upon receipt of the Contractor's statement or the failure of the Contractor to submit one, the City may, except under conditions of Force Majeure, upon recommendation from the Board of Public Works, terminate this Contract with 2/3 vote of the Council.

1.4 Force Majeure

Neither the Contractor nor the City shall be liable for the failure to perform their duties nor for any resultant damage, loss, etc., if such failure is caused by a catastrophe, riot, war, governmental order or regulation, strike, fire, accident, Act of God or other similar or different contingency beyond the reasonable control of the Contractor or City. If such circumstances persist for more than fourteen

(14) days or if after their cessation the Contractor is unable to render full or substantial performance for a period of fourteen (14) days, he or the City may terminate this Contract upon written notice given in thirty (30) days advance to the other party.

1.5 Arbitration and Award

Any controversy or claim arising out of or relating to this agreement, or breach thereof, shall be settled by arbitration in accordance with the rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrators may be entered in any court having jurisdiction thereof.

1.6 Assignment of Contract

No assignment of this Contract or any right accruing under this Contract shall be made in whole or in part by the Contractor without the express consent of the City, which consent shall not be unreasonably withheld. The delegation of any Contract duties will require the written consent of the Surety as such a delegation will not relieve the Contractor or his Surety or any liability and/or obligation to perform. In the event of any delegation of a duty, the delegate shall assume full responsibility and liability for performance of that duty without affecting the Contractor's liability.

1.7 Change of Ownership

In the event that the Contractor's business assets are sold, the City maintains the right to hold the original owner solely liable. If, however, the City determines that the new ownership can adequately and faithfully render the services called for in this Contract for the remaining term of the Contract, then the City may elect to execute a notation, allowing a new ownership to assume the rights and duties of this Contract and releasing the previous ownership of all obligation and liability. The new ownership would then be solely liable for any work and/or claims attendant to this agreement.

1.8 Waivers

A waiver by either party of any breach of any provisions hereof shall not be taken or held to be a waiver of any succeeding breach of such provision or as a waiver of any provision itself. No payment or acceptance of compensation for any period subsequent to any breach shall be deemed a waiver of any right or acceptance of defective performance. Where the condition to be waived is a material part of the Contract such that its waiver would affect the essential bargains of the parties, the waiver must be supported by consideration and take the form of a Contract modifications as provided for elsewhere in this section.

1.9 Illegal and Invalid Provisions

Should any term, provision or other part of this contract be declared illegal it shall be excised and modified to conform to the appropriate laws or regulations. Should any term, provision or other part of this Contract be held to be inoperative, invalid or unenforceable, then such provision or portion thereof shall be reformed in accordance with applicable laws or regulations. In both cases of illegal and invalid provisions, the remainder of the Contract shall not be affected but shall remain in full force and effect.

1.10 Joint and Several Liability

If the Contractor is comprised of more than one individual, corporation or other entity, each of the entities comprising the Contractor shall be jointly and severally liable.

1.11 Binding Effect

The provisions, covenants, and conditions in this Contract apply to bind the parties, their legal heirs, representatives, successors, and assigns.

1.12 Amendment of the Contract

No modification or amendment of the terms hereof shall be effective unless written and signed by the authorized representatives of all parties entitled to receive a right or obligated to perform a duty under this Contract. A signed original is to be fastened to the original Contract with signed copies retained by all the parties. The written modification is not to become effective for a period of thirty (30) business days during which time either party may revoke the approval in writing upon delivery to the other party of written notice to that effect, dated and signed by a notary.

1.13 Notice

A letter properly addressed and sent by mail, certified mail, or registered mail to any party at the address provided below shall constitute sufficient notice whenever written notice is required for any purpose of this agreement. Notice will be considered sent either when received at the appropriate address or deposited in the United States mail.

Address for notices to the City:

City of Fort Wayne
Board of Public Works
One Main Street, Room 920
Fort Wayne, Indiana 46802

Copy to the City Attorney:

City of Fort Wayne
ATTENTION: CITY ATTORNEY
One Main Street, Room 910
Fort Wayne, Indiana 46802

1.14 Non-discrimination

Neither the Contractor nor any sub-contractor nor any person(s) acting on his behalf shall discriminate against any person because of race, sex, age, creed, color, religion or national origin. The Contractor shall comply with all appropriate affirmative action requirements. See Attachment E which is attached hereto and incorporated by reference herein.

1.15 Indemnity

The Contractor will indemnify and save harmless the City, its officers, agents, servants, and employees from and against any and all suits, actions, legal proceedings, claims, demands, damages, costs, expenses, and attorney's fees resulting from a willful or negligent act or omission of the Contractor, its officers, agents, servants and employees in the performance of this Contract; provided, however, that the Contractor shall be liable for any suits, actions, legal proceedings, claims, demands, damages, costs, expenses and attorney's fees arising out of the award of this Contract or a willful or negligent act or omission of the City, its officers, agents, servants and employees.

1.16 Insurance

The agreement between the City and the Contractor will provide for the inclusion of a comprehensive liability insurance policy naming the Contractor and the City as co-insureds for personal injury and/or property damage in an amount to be determined by the agreement between the City and the Contractor. All insurance will be by insurers acceptable to the City and authorized to do business in the State of Indiana. Prior to the commencement of work the Contractor shall furnish the City with certificates of insurance or other satisfactory evidence that such insurance has been produced and is in force. Said policies shall not thereafter be canceled, permitted to expire, or be changed without thirty (30) days advance written notice to the City. To the extent permitted by law, all or any part of required insurance coverage(s) may be provided under a plan of self-insurance.

1.17 Performance Bond

Before this Contract can be executed, the Contractor shall furnish a corporate surety bond or a letter of credit written by an acceptable bank as security for the performance of the Contract. Said bond or letter of credit must be in the amount of 50% of the total proposed Target budget. The surety on the bond shall be duly authorized by an incorporated surety company authorized to do business in the State of Indiana. Attorneys-in-fact who sign Performance Bonds must file with each bond an effectively dated copy of their power of attorney, bearing the seal of the company, evidencing such agent's authority to execute the bond. In case of extension or renewal of this Contract, the Contractor shall furnish a Performance bond or Letter of Credit in the same amount and under the same terms as for the initial Bond or Letter of Credit. The original Surety, however, is in no way obligated to extend or renew the bond. This Contract shall be subject to termination by the City at any time if said bond shall be cancelled or the surety thereon relieved from liability for any reason. Notice of cancellation of the bond must be served upon the City thirty (30) days prior to the effective date of said cancellation. The Contract will not be terminated if within fifteen (15) days of such notice the Contractor files with the City a similar bond to be effective for the balance of the Contract period.

1.18 Permits, Licenses, and Taxes

The Contractor shall obtain and assume the cost of all licenses and permits (other than the license and permit granted by the Contract) and promptly pay all taxes required by the City.

1.19 Compliance with Laws

The Contractor shall comply with all municipal, state and federal regulations and laws, ordinances, rules and regulations. This Contract, as to all matters not particularly referred to and defined herein, shall not be withstanding and be subject to the provisions of all pertinent state or federal statutes or regulations and all ordinances of the municipality which ordinances are hereby made a part hereof with the same force and effect as if specifically set out herein.

TARGET SERVICE DETAILED PRICE PROPOSAL¹

	Year One	Year Two ²	Year Three ²
1. Wages and Salaries			
• Management/Administrative Personnel	<input type="text"/>	<input type="text"/>	<input type="text"/>
• Mechanics	<input type="text"/>	<input type="text"/>	<input type="text"/>
• Parts Personnel	<input type="text"/>	<input type="text"/>	<input type="text"/>
• Other Personnel	<input type="text"/>	<input type="text"/>	<input type="text"/>
Wages & Salaries Sub-total	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Fringe Benefits ³	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Parts & Supplies	<input type="text"/>	<input type="text"/>	<input type="text"/>
Parts and Accountable Supplies	<input type="text"/>	<input type="text"/>	<input type="text"/>
Indirect Shop Supplies	<input type="text"/>	<input type="text"/>	<input type="text"/>
Parts & Supplies Subtotal	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Subcontractor Services	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Overhead	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Corporate Administration and Fees	<input type="text"/>	<input type="text"/>	<input type="text"/>
TOTAL COST	<input type="text"/>	<input type="text"/>	<input type="text"/>

Notes:

1. *Provide detail for each cost element on a separate page, as required.*
2. *Explain changes from year-to-year on a separate page, as required.*
3. *Provide a description of your benefits program, including content, eligibility, and co-pay requirements.*

E. NON-DISCRIMINATION AGREEMENT

INSTRUCTIONS TO BIDDERS
EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION PROGRAM

IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY:

The Equal Employment Opportunity Policy is implemented through an Affirmative Action Program. The program should be designed to hire qualified minority person in all of the various job categories when needed and the firm should establish specific goals to increase the number of minorities in the various job categories through hiring or promotion.

The City of Fort Wayne has approved some goals and timetables to serve as guidelines for firms with whom it does business. All firms doing business with the City should employ a representative number of minorities in all job classifications within a four year period, using the percentage of the non-white population as a goal. These firms should also establish specific goals and timetables for achieving their goals. Such goals and timetables shall be a part of a firm's Affirmative Action Program and shall be maintained on a year-by-year basis. If a firm cannot meet the established goals and timetables, it will be evaluated on its "good faith" effort; that is, whether the Affirmative Action Program is being followed in fact and whether every attempt is being made to attain the goals according to the timetables.

Another factor supporting the "good faith" effort is whether the firm has conducted an analysis of all major categories at the facility to determine if minorities are currently being underutilized in any one or more job categories. ("Underutilization" means having fewer minorities in a particular job category than would reasonably be expected by their availability). Consideration of "good faith" effort shall also be given the following factors:

1. The minority population of the labor area; A copy of the Standard Metropolitan Statistical Area for the City of Fort Wayne is provided by the Indiana State Employment Service. If you live outside the state, your local State Employment Service will provide manpower information for your area.
2. The size of the minority unemployment force in the labor area. (See Manpower Statistics for your area).
3. The percentage of the minority work force as compared with the total work force in the immediate labor area. (See Manpower statistics for your area).
4. The general availability of minorities having requisite skills in the immediate labor area. (See Manpower statistics for your area).

5. The availability of minorities having requisite skills in an area in which the facility can reasonably recruit. (See Manpower statistics for your area).
6. The availability of promotable minority employee within the facilities organization. (See workforce analysis page 2, item IV).
7. The anticipated expansion, contraction and turnover of and in the work force. (You must project future vacancies caused by new positions or promotions).
8. The existence of training institutions capable of training minorities in the requisite skills. (Contact training institutions in your area).
9. The degree of training which the firm is reasonably able to undertake as a means of making all job classifications available to minorities. (You must do an in-house survey).
10. The use of recruitment sources where minorities can be secured.
11. You must complete all section of the Affirmative Action Documents.
12. Compliance Review - The purpose of a compliance review is to determine if the contractor maintains nondiscriminatory hiring and employment practices and is taking affirmative action to insure that applicants are employed and that employees are placed, trained, upgraded, promoted, terminated, otherwise treated during employment without regards to race, color, religion, sex, or national origin. It shall consist of a comprehensive analysis and evaluation of each aforementioned practices and policies and conditions resulting therefrom.

Every effort should be directed to increase materially the number of minorities at all levels in all segments of the work force of the company with particular emphasis on segments of the work force where few, if any, minority persons are employed. Special attention should be given to the categories of officials and managers, professionals, technicians, sales workers, office and clerical and skilled craftsmen.

PROGRAM SUMMARY - THE AFFIRMATIVE ACTION PROGRAM SHALL BE SUMMARIZED AND UPDATED ANNUALLY. CONTRACTORS AND SUBCONTRACTORS SHALL SUBMIT THE PROGRAM SUMMARY TO THE EEO/AFFIRMATIVE ACTION OFFICER EACH YEAR ON THE EXPIRATION DATE OF THE AFFIRMATIVE ACTION PROGRAM.

**CITY OF FORT WAYNE
AFFIRMATIVE ACTION PROGRAM**

NAME OF COMPANY _____

ADDRESS _____ CITY _____

ZIP _____ PHONE _____

Identify by title and name the highest official within the facility who has the overall responsibility for the implementation of the Equal Employment Opportunity and Affirmative Action Program.

Name (Please Print) Title

Date Signature

1. Does your firm have a written Affirmative Action Program?

_____ Yes _____ No

A. If so, and it contains answers to the questions asked in this program, attach a copy and sign the Written Statement of Company Policy.

B. If not, do you accept the following program in meeting the requirements of the City of Fort Wayne?

_____ Yes _____ No

PLEASE KEEP IN MIND THAT FAILURE TO COMPLETE ALL SECTIONS OF THIS DOCUMENT WILL RESULT IN YOUR PROGRAM BEING REJECTED

2. Will your firm make every effort to increase employment of minorities at all levels of its workforce, with particular emphasis to categories where few, if any, minority people are employed? _____ Yes

_____ No

3. Current number of employees _____

Number of employees in January, 1993 _____

4. If total minority employment is less than 20% give reasons why. (Do not include Females when you figure minority employment percentages).

5. List minority recruitment sources below:

Agency

Contact Person

Date

6. Does your company anticipate an increase in employment this year?

_____ Yes

_____ No

Approximately how many? _____

7. What specific goals can you achieve for the employment of minorities in the following labor classifications during 1994?

A. Officials and Managers	_____	%
B. Professionals	_____	%
C. Technicians	_____	%
D. Sales Workers	_____	%
E. Office and Clerical	_____	%
F. Skilled Craftsmen	_____	%
G. Other	_____	%

8. **WRITTEN STATEMENT OF COMPANY POLICY**

IT IS THE POLICY OF _____ that Equal Employment Opportunity be afforded to all qualified persons without regard to race, sex, religion, color or national origin. In support of this policy _____ will not discriminate against any employee or applicant for employment because of race, religion, sex or national origin.

The _____ will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to their race, religion, color, sex or national origin. Such action will include but not be limited to: recruitment, advertising or solicitation for employment hiring, placement, upgrading transfer or demotion, selection for training including apprenticeship rates of pay or other forms of compensation, layoffs or termination.

Name of Company or Firm

Date

Signature of Highest Company Official

Name and Title of Signer (Please type or print)

Name of Contractor or Supplier

(Information Given By)

Address and Telephone Number

(Person Filling Out This Form and Date)

[illegible]

CERTIFICATION OF NON-SEGREGATED FACILITIES

Each Bidder is required to file a fully executed Certificate of Non-Segregated Facilities once a year.

CERTIFICATION OF NON-SEGREGATED FACILITIES

The Bidder certifies further that he will not maintain or provide for his employees any segregated facilities at any of his establishments and that he will not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder agrees that a breach of this certification will be a violation of the Equal Opportunity clause in any contract resulting from acceptance of this bid. As used in this certification, the term "segregated facilities" means any waiting room, work area, restrooms and washrooms, restaurant or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise. The Bidder agrees that (except where the Bidder has obtained identical certification from proposed subcontractors for specific time periods) he will obtain identical certification from proposed subcontractors prior to the award of subcontracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity clause and that he will retain such certification in his files.

NOTE: THE PENALTY FOR MAKING FALSE STATEMENTS IN OFFERS IS PRESCRIBED IN 18 U.S.C. §1001.

Date: _____, 19____

Name of Bidder

By: _____

Title: _____

Official Address:
(including zip code)

FEBRUARY 12, 1997

ADDENDUM #1

**REQUEST FOR PROPOSALS FOR FLEET
MAINTENANCE, REPAIR, AND FUEL SERVICES FOR
THE CITY OF FORT WAYNE, INDIANA**

ATTACHED FIND THE NEW EXHIBIT E - INSTRUCTIONS TO BIDDERS
EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION
PROGRAM.

REPLACE THIS FORM IN YOUR REQUEST FOR PROPOSALS.

PLEASE SIGN THE ATTACHED RECEIPT AND RETURN IT TO THE
DIVISION OF PUBLIC WORKS, CITY-COUNTY BUILDING, ONE MAIN
STREET, ROOM 920, FORT WAYNE, IN 46802 OR FAX IT TO (219)
427-1404.

THANK YOU.

A handwritten signature in cursive script, appearing to read "Linda Buskirk".

LINDA BUSKIRK, DIRECTOR
DIVISION OF PUBLIC WORKS

ADDENDUM #1

**REQUEST FOR PROPOSALS FOR FLEET
MAINTENANCE, REPAIR, AND FUEL SERVICES FOR
THE CITY OF FORT WAYNE, INDIANA**

DATE RECEIVED: _____

NAME OF COMPANY: _____

WE HAVE RECEIVED ADDENDUM #1
REQUEST FOR PROPOSALS FOR FLEET MAINTENANCE, REPAIR,
AND FUEL SERVICES FOR THE CITY OF FORT WAYNE

SIGNATURE & TITLE

A. FLEET INVENTORY INFORMATION

City of Fort Wayne
Vehicle and Equipment Inventory
As of 1/21/97

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
1	27404	1997	GMC 3500 1TON	Heavy	991	1GDKC34FXVJ502026	\$ 30,583.00
2	27405	1997	GMC 3500 1TON	Heavy	1901	1GDKC34F9VJ502065	\$ 30,583.00
3	37078	1997	IH 4700 DMPTRK	Heavy	2091	1HTSABM6VH447787	\$ 32,997.00
4	37079	1997	IH 4700 DUMP	Heavy	1802	1HTSLABM4VH447786	\$ 32,997.00
5	37333	1997	IH 4700 DUMP	Heavy	4716	1HTSCAARXVH449085	\$ 62,939.00
6	37334	1997	IH 4700 DUMP	Heavy	3749	1HTSCAAR8VH449084	\$ 62,939.00
7	37136	1997	IH 4700 DUMPTRK	Heavy	2248	1HTSLABM1VH447793	\$ 34,511.00
8	37082	1997	IH 4700 TRK BLU	Heavy	0	1HTSLAAM1VH449206	\$ 45,929.00
9	47096	1997	IH 4900 TANDEM	Heavy	2035	1HTSHAAR1VH447792	\$ 57,458.00
10	47112	1997	IH 4900 TRUCK	Heavy	628	1HTSHAARXVH447791	\$ 54,941.00
11	47109	1997	IH TRIAXL 2674	Heavy	5	1HGLAET8VH441935	\$ 92,157.00
12	47110	1997	IH TRIAXLE	Heavy	2	1HTG1AETX441936	\$ 92,157.00
13	26513	1996	FORD F350 BLUE	Heavy	3754	1FDKF37F7TEB05950	\$ -
14	36206	1996	FRD F800 BLU	Heavy	7228	1FDYF80C9TVA16601	\$ 47,872.00
15	36207	1996	IH 4700LP	Heavy	3275	1HTSLAAMXTH341230	\$ 47,696.00
16	36332	1996	IH 4900 DUMPTRK	Heavy	12651	1HTSDAAR9TH302492	\$ 63,938.00
17	36331	1996	IH 4900 ORNG	Heavy	13625	1HTSDAAR7TH302491	\$ 63,938.00
18	25400	1995	CHEV 3500 HD	Heavy	16305	1GBKC34F5SJ117154	\$ 32,376.00
19	25401	1995	CHEV 3500 HD	Heavy	16593	1GBKC34F6SJ118569	\$ 32,376.00
20	35329	1995	IH 4700 CREWCAB	Heavy	27651	1HTSLABK8SH664462	\$ 34,170.00
21	35330	1995	IH 4700 CREWCAB	Heavy	24886	1HTSLABKXSH664463	\$ 34,170.00
22	45097	1995	IH 4900 TANDEM	Heavy	16049	1HTSHAAR2SH226083	\$ 56,590.00
23	45098	1995	IH 4900 TANDEM	Heavy	11399	1HTSHAAR5TH302493	\$ 57,313.00
24	35095	1995	IH 4900 YEL	Heavy	19070	1HTSDAAN7SH209806	\$ 71,485.00
25	24301	1995	IH TRUCK TRANS	Heavy	98127	1HTSLABK8SH615830	\$ -
26	24302	1994	FORD F-SUPER DUTY	Heavy	8448	1FDLF47GCREA22596	\$ 22,636.51
27	34130	1994	FRD F700 BLU	Heavy	17232	1FDNK72C5RVA27765	\$ 44,741.00
28	34094	1994	FRD F700 YEL	Heavy	63352	1FDWK74V1RVA14258	\$ -
29	34050	1994	FRD L8000 ORNG	Heavy	31524	1FDYK82E6RV52426	\$ 60,427.00
30	34051	1994	FRD L8000 ORNG	Heavy	33135	1FDYK82E8RVA52427	\$ 60,427.00
31	34052	1994	FRD L8000 ORNG	Heavy	31284	1FDYK82FXRVA52428	\$ 60,427.00
32	34053	1994	FRD L8000 ORNG	Heavy	3129	1FDYK82E4RVA52425	\$ 60,427.00
33	44100	1994	FRD TANDEM L8000	Heavy	19727	1FDYU82E8RVA34424	\$ 55,649.00
34	44099	1994	FRD TANDEM TRUCK	Heavy	18818	1FDYU82EXRVA34425	\$ 55,649.00
35	24162	1994	IH 4600 TRUCK YEL	Heavy	33053	1HTSBZPM8RH568952	\$ 30,417.00
36	24163	1994	IH 4600 TRUCK YEL	Heavy	43043	1HTSBZPM6RH568951	\$ 30,417.00
37	34081	1994	IH 4900 YEL	Heavy	41568	1HTSDPMN8RH556603	\$ 72,240.00
38	32001	1992	CHEV GRUMMAN WHT	Heavy	52095	1GBHP32K2N3301619	\$ -
39	32204	1992	CHEV KODIAK - BLU	Heavy	32707	1GBM7H1J5NJ100071	\$ 40,724.00
40	32201	1992	CHEV KODIAK BLU	Heavy	37721	1GBM7H1JXNJ100079	\$ 40,724.00
41	32202	1992	CHEV KODIAK BLU	Heavy	36186	1GBM7H1J2NJ100142	\$ 40,724.00
42	32203	1992	CHEV KODIAK BLU	Heavy	34550	1GBM7H1J4NJ100207	\$ 40,724.00
43	32205	1992	CHEVROLET KODIAK - BLUE	Heavy	39059	1GBM7H1J0NJ100060	\$ 40,724.00
44	22233	1992	FORD F350 DUMP TRUCK	Heavy	64552	2FDKF37M5NCA07409	\$ 21,133.00
45	22232	1992	FRD F350 DUMPTRK	Heavy	61651	2FDKF37M3NCA07408	\$ 21,133.00
46	31228	1991	FORD TRUCK L8000	Heavy	60656	1FDYK82A7MVA38489	\$ 53,562.91
47	31129	1991	FRD F800 TRUCK	Heavy	4475	1FDPF824J1MVA28962	\$ 91,796.00
48	31227	1991	FRD TRUCK L8000	Heavy	20409	1FDYK82A5MVA38488	\$ 53,562.91

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
49	41165	1991	FRD TRUCK L8000	Heavy	52684	1FDYW82A4MVA08807	\$ 46,628.33
50	41245	1991	IH TANDEM DUMP	Heavy	72944	1HTSHZ7R6MH306124	\$ 60,632.56
51	30067	1990	FORD DUMP TRUCK F700	Heavy	78668	1FDNK74P41VA44974	\$ 28,280.39
52	30021	1990	FRD TRUCK F700	Heavy	21140	1FDPF70K6LVA26161	\$ 24,447.17
53	29115	1989	CHEV PANEL TRUCK	Heavy	88357	1GBKP32K3K3317216	\$ 23,384.90
54	28307	1988	FORD TRUCK F350	Heavy	41198	1FDKF37M1JNB75813	\$ 10,841.00
55	48324	1988	IH TANDEM S1954	Heavy	94680	1HTLKTVR5JH541891	\$ 46,646.00
56	25300	1987	FRD F350 BRN	Heavy	32287	2FDKF3713HLA06656	\$ -
57	47226	1987	IH TANDEM DUMP	Heavy	69698	1HTLKTVR3HHA18818	\$ 42,942.64
58	47243	1987	IH TANDEM DUMP	Heavy	96244	1HTLKTVR7HHA18384	\$ 51,569.21
59	47244	1987	IH TANDEM DUMP	Heavy	88392	1HTLKTVR7HHA18577	\$ 51,569.21
60	27156	1987	IH TRUCK DUMP	Heavy	125998	1HTLAHEK5HHA25952	\$ -
61	27166	1987	IH TRUCK DUMP	Heavy	109425	1HTLAHEK0HHA25955	\$ -
62	47160	1987	IH TRUCK DUMP	Heavy	55144	1HTLKTVR7HHA19034	\$ -
63	37135	1987	IH TRUCK S160	Heavy	57581	1HTLAHEM7HHA25727	\$ -
64	27127	1987	IH TRUCK SINGLE	Heavy	115607	1HTLAHEK3HHA25707	\$ -
65	47231	1987	IHC TRUCK DUMP TANDEM	Heavy	101238	1HTLKTVR3HHA18320	\$ 51,569.21
66	46109	1986	IH TANDEM DUMP	Heavy	4311	1HTLKTVR3GHA11415	\$ 46,615.00
67	25125	1985	FORD TRUCK VALVE	Heavy	157689	1FDKF3710FKB36550	\$ 14,966.29
68	25236	1985	FRD 1TON DUMP	Heavy	118844	1FDKF3715FKB36544	\$ 22,457.28
69	25238	1985	FRD 1TON DUMP	Heavy	128816	1FDKF3717FKB36545	\$ 22,457.28
70	25239	1985	FRD 1TON DUMP	Heavy	127940	1FDKF3711FKB36542	\$ 22,457.28
71	25240	1985	FRD 1TON DUMP	Heavy	119035	1FDKF371XFKB36541	\$ 26,507.28
72	25237	1985	FRD 1TON TRUCK	Heavy	115608	1FDKF3719FKB36546	\$ 22,457.28
73	25173	1985	FRD F350 TRUCK	Heavy	98077	1FDKF3712FKB36548	\$ 14,966.29
74	35214	1985	IH DUMP 190	Heavy	148901	1HTLDTVR2FHA60727	\$ 59,914.00
75	35224	1985	IH DUMP S190	Heavy	134558	1HTLDTVR3FHA60932	\$ 61,410.00
76	35225	1985	IH DUMP S190	Heavy	150478	1HTLDTVR4FHA60759	\$ 61,410.00
77	35234	1985	IH DUMP S190	Heavy	137359	1HTLDTVR4FHA60671	\$ 61,410.00
78	35131	1985	IH F160 TRUCK	Heavy	62859	1HTLAHEMXFHA62882	\$ 25,467.00
79	35133	1985	IH F160 TRUCK	Heavy	51276	1HTLAHEM6FHA63057	\$ 25,467.00
80	35215	1985	IH S190 TRUCK	Heavy	152240	1HTLDTVR2FHA60873	\$ 61,410.00
81	35132	1985	IH TRUCK F160	Heavy	70343	1HTLAHEM0FHA62860	\$ 25,467.00
82	35130	1985	IH TRUCK F160	Heavy	165784	1HTLAHEM1FHA62902	\$ 25,467.00
83	35221	1985	IH TRUCK S190	Heavy	158344	1HTLDTVR7FHA60853	\$ 61,410.00
84	35223	1985	IH TRUK S190	Heavy	139840	1HTLDTVR4FHA60860	\$ 61,410.00
85	24235	1984	FORD F350	Heavy	62881	2FDJF37Y1ECB45981	\$ -
86	33261	1983	IH DUMP S190	Heavy	123770	2HTAA1950DCA13471119	\$ 21,250.00
87	33264	1983	IH DUMP S190	Heavy	117190	2HTAA1959DCA13551119	\$ 21,250.00
88	33267	1983	IH DUMP S190	Heavy	132966	2HTAA1959DCA13534119	\$ 21,250.00
89	33256	1983	IH S190 TRUCK	Heavy	53409	2HTAA1957DCA13564119	\$ 21,250.00
90	33259	1983	IH S190 TRUCK	Heavy	183985	2HTAA1951DCA13494119	\$ 21,250.00
91	33260	1983	IH S190 TRUCK	Heavy	181778	2HTAA1953DCA13576119	\$ 21,250.00
92	43102	1983	IH TANDEM BLU	Heavy	119792	2HTAF1950DCA14198	\$ -
93	43105	1983	IH TANDEM BLU	Heavy	133898	2HTAF1957DCA14179	\$ 2,250.00
94	43101	1983	IH TANDEM DUMP	Heavy	105764	2HTAF1950DCA14069	\$ 2,250.00
95	43106	1983	IH TANDEM DUMP	Heavy	3513	2HTAF1958DCA14093	\$ -
96	43107	1983	IH TANDEM DUMP	Heavy	5361	2HTAF195XDCA14211	\$ -
97	43108	1983	IH TANDEM DUMP	Heavy	5959	2HTAF1958DCA14238	\$ -
98	32115	1982	FORD F700 TRUCK	Heavy	25776	1FDNF60H3CVA20288	\$ 18,268.19
99	32158	1982	FORD TRUCK DUMP	Heavy	36992	1FDXK84N9CVA53392	\$ -
100	32159	1982	FRD TRUCK DUMP	Heavy	41577	1FDXK84N1CVA36473	\$ -

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101	52217	1982	IHC DIS OIL S1900	Heavy	26199	2HTAA1953CCA18226	\$ 32,946.00
102	21116	1981	FRD F350 DMPTRUCK	Heavy	75351	2FDJF37E4BCA86345	\$ 17,000.00
103	30222	1980	FORD TRUCK OILER	Heavy	21922	D704VJH1087	\$ 1,800.00
104	30195	1980	IH S190 TRK	Heavy	34816	AA172KHB18115	\$ 19,101.56
105	49029	1979	IH DUMP TANDEM	Heavy	82877	AF195JCA17389	\$ 38,422.97
106	31018	1971	IH TRUCK FLATBED	Heavy	32855	113301H149965	\$ 10,500.00
107	56514	1966	FORD LINER PAINT	Heavy	91524	C61CU823655	\$ 1,934.98
108	16313	1996	BUICK PKAVE BLU	Light	5052	1G4CW52K5TH645266	\$ -
109	16181	1996	CHEV LUMINA LT BLUE	Light	4190	2G1WL52MXT1161723	\$ 15,306.53
110	26509	1996	CHEV 2500 4x4	Light	9553	1GCGK24R3TZ190972	\$ 22,295.00
111	26510	1996	CHEV 2500 4x4	Light	4084	1GCGK24R5TZ167779	\$ 23,445.00
112	26514	1996	CHEV 2500 TRUCK	Light	3208	1GCGC24R8TZ166051	\$ 21,035.60
113	16197	1996	CHEV LUMINA BLU	Light	4320	2G1WL52M2T1161408	\$ 15,306.53
114	26008	1996	CHEV LUMINA VAN	Light	1966	1GNDU06E5TT118239	\$ 17,137.75
115	26006	1996	CHEV LUMINA VAN	Light	3178	1GNDU06E3TT117655	\$ 17,137.75
116	26180	1996	CHEV LUMINA VAN	Light	4784	1GNDU06E8TT117540	\$ 17,137.75
117	26313	1996	CHEV LUMINA VAN/GRN	Light	6925	1GNDU06E7TT118078	\$ 17,137.75
118	26512	1996	CHEV S10 GRN	Light	5058	1GCCS1441TK122644	\$ 9,975.00
119	26505	1996	CHEV TAHOE 4X4 BLU	Light	5161	3GNEK18R3TG136719	\$ 26,396.66
120	28314	1996	CHEV VAN RED/GRAY	Light	89651	1GAFG35K1J7159595	\$ 6,900.00
121	16312	1996	CHEV LUMINA	Light	3327	2G1WL52M8T10277786	\$ 15,396.53
122	26506	1996	CHEV TAHOE 4WD BLUE	Light	2055	3GNEK18RXTG135681	\$ 26,396.66
123	26503	1996	FORD E150 BLUE	Light	13924	1FTEE14Y3THA89191	\$ 16,996.00
124	26203	1996	FORD E250 VAN	Light	25666	1FTFS24Y8THA38601	\$ 16,515.00
125	26515	1996	FORD F150XL PU RED	Light	1642	1FTEF15Y1T1678012	\$ -
126	26508	1996	FORD F250	Light	2320	1FTHF25H2TEB13872	\$ 19,315.00
127	26511	1996	FORD F250 BLU	Light	11875	1FTHF25H1TEA69325	\$ -
128	26501	1996	FORD F250 WHITE	Light	5018	1FTHF25H2TLB57466	\$ 15,078.00
129	26403	1996	FORD F250 WHT	Light	12973	1FTHF25H4TLB57437	\$ 15,201.50
130	26518	1996	FORD F350 BLU	Light	2823	2FDKF37F3TCA05477	\$ -
131	16011	1996	FRD CRWN VIC	Light	9185		\$ 19,126.75
132	26502	1996	FRD E150 BLUE	Light	11115	1FTEE14Y3THA89193	\$ 16,996.00
133	26504	1996	FRD E150 BLUE	Light	7790	1FTEE14Y1THA89192	\$ 16,996.00
134	26101	1996	FRD E150 VAN	Light	10024	1FTEE14Y5THA89194	\$ 15,809.60
135	26102	1996	FRD E150 WHT	Light	10051	1FTEE14YXTHA91328	\$ 15,325.00
136	26517	1996	FRD E350 VAN	Light	2789	1FTJS34H0THB49160	\$ -
137	26516	1996	FRD F150XL PU	Light	2900	1FTEF15Y6TEC15935	\$ -
138	26507	1996	FRD F250 BLU	Light	4519	1FTHF25H0TEB13871	\$ -
139	26115	1996	FRD F250 BLU	Light	3096	1FTHF25H9TEB13870	\$ 15,809.60
140	26402	1996	FRD F350 WHT	Light	16351	1FTJW35H8TEA27523	\$ 20,251.00
141	26303	1996	FRD RANGR MRON	Light	4604	1FTCR14UX3TPA82112	\$ 15,654.00
142	26332	1996	FRD RANGER 4X4	Light	6310	1FTCR11U6TPA82113	\$ 17,999.00
143	26204	1996	GMC SAFARI VAN	Light	24770	1GKEU19W0TB504930	\$ 19,000.00
144	26163	1996	JEEP CHERKEE BLU	Light	11704	1J4FJ28S3TL211487	\$ 20,490.00
145	26197	1996	JEEP CHERKEE BLU	Light	13928	1J4FJ28S5TL211488	\$ 20,490.00
146	26315	1996	JEEP CHERKEE BLU	Light	7487	1J4FJ28S11L211486	\$ -
147	16126	1996	JEEP GR CHERKEE	Light	9252	1J4GZ58Y0TG373967	\$ 28,136.00
148	16127	1996	JEEP GR CHROKEE	Light	8924	1J4GZ58Y2TC373968	\$ 28,136.00
149	99911	1996	OLDS CTLAS SUP/SL	Light	5802	1G3WH52M6TF374470	\$ 17,455.00
150	99912	1996	OLDS CTLAS SUP/SL	Light	7215	1G3WH52M1TF370746	\$ 17,455.00
151	99913	1996	OLDS CTLAS SUP/SL	Light	9027	1G3WH52MXTF355226	\$ 17,455.00
152	15303	1995	BUICK CENTURY BLU	Light	6655	1G4AG55M8S6449673	\$ 17,095.00

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153	25314	1995	CHEV 2500 BLU	Light	18043	1GCFC24ZXSZ261656	\$ -
154	25311	1995	CHEV 2500 WHT	Light	9719	1GCFC24K9SZ259934	\$ 19,315.00
155	25313	1995	CHEV 2500 WHT	Light	23553	1GCFC24K3SZ260237	\$ 17,825.00
156	25833	1995	CHEV ASTR MRON	Light	26110	1GNDM19WOSB198502	\$ 15,240.00
157	25832	1995	CHEV ASTR RED	Light	16029	1GNDM19W7SB194494	\$ 15,798.00
158	25113	1995	CHEV BLAZER RED	Light	44188	1GNDD13W7S2189226	\$ -
159	25133	1995	CHEV C20 VAN	Light	16287	1GCEG25H6SF178863	\$ 14,669.00
160	15304	1995	CHEV CORSICA BLK	Light	5221	1G1LD55M5S7279999	\$ 150,009.00
161	25304	1995	CHEV S10 GRN	Light	9338	1GCCS19Z3S8234720	\$ 15,721.56
162	25331	1995	CHEV S10 RED	Light	14864	1GCDT14Z9SK190069	\$ 16,696.00
163	25309	1995	CHEV S10 WHT	Light	16730	1GCCS14Z6SK240053	\$ 14,512.00
164	25310	1995	CHEV S10 WHT	Light	17208	1GCCS14Z8SK240121	\$ 14,512.50
165	25308	1995	CHEV TAHOE RED	Light	10878	1GNEK18K3SJ327458	\$ 26,162.00
166	25202	1995	FORD AEROSTAR VAN	Light	11360	1FTDA14U9SZB26888	\$ 12,800.00
167	25305	1995	FORD E350 BLU	Light	16735	1FTJE34H4XSHA91645	\$ -
168	25135	1995	FRD BRONCO GRN	Light	15030	1FMEU15N3SLA72344	\$ 24,950.00
169	25134	1995	FRD BRONCO WHT	Light	11679	1FMEU15HXSLB37457	\$ 24,950.00
170	15313	1995	FRD CRWN VIC BLU	Light	15800	2FALP72W0SX202382	\$ 17,203.25
171	15312	1995	FRD CRWN VIC BLU	Light	13690	2FALP72W2SX202383	\$ 17,203.25
172	25356	1995	FRD E350 BLU	Light	11994	1FTJE34H2SHB90265	\$ 21,107.00
173	25357	1995	FRD E350 BLU	Light	13430	1FTJE34H4SHB90266	\$ 20,907.00
174	25306	1995	FRD E350 VAN	Light	18152	1FTJE34H8SHA91644	\$ -
175	25123	1995	FRD F250 BLU	Light	12067	2FTHF25H6SCA31681	\$ -
176	25175	1995	FRD F250 BLU	Light	18903	2FTHF25HXSCA31683	\$ -
177	25176	1995	FRD F250 BLU	Light	24274	2FTHF25H8SCA31682	\$ -
178	25177	1995	FRD F250 BLU	Light	28228	2FTHF25H1SCA31684	\$ -
179	25015	1995	FRD F250 TRUCK	Light	34543	1FTHF25HXSLB76673	\$ 19,672.00
180	25174	1995	FRD F250 WHT	Light	33230	1FTHF25HXSLA91596	\$ -
181	15198	1995	FRD TAURUS BLU	Light	7799	1FALP52U3SG259826	\$ 14,281.25
182	15601	1995	FRD TAURUS BLU	Light	23421	1FALP52UXSG267104	\$ 13,095.00
183	15606	1995	FRD TAURUS BLU	Light	27057	1FALP52U6SG267102	\$ 13,095.00
184	15011	1995	FRD TAURUS CHMPG	Light	13080	1FALP52U3SG259801	\$ 14,281.25
185	15007	1995	FRD TAURUS GRN	Light	21536	1FALP52U6SG259758	\$ 14,281.25
186	15010	1995	FRD TAURUS GRN	Light	13158	1FALP52U6SG259792	\$ 14,281.25
187	15012	1995	FRD TAURUS GRN	Light	19679	1FALP52U4SG259807	\$ 14,281.25
188	15302	1995	FRD TAURUS GRN	Light	10976	1FALP52U5SG259783	\$ 14,281.25
189	15008	1995	FRD TAURUS GRN/WMS	Light	6113	1FALP52U9SG259764	\$ 14,281.25
190	15603	1995	FRD TAURUS MRN	Light	25494	1FALP52U5SG221454	\$ 13,095.00
191	15604	1995	FRD TAURUS MRN	Light	25510	1FALP52U8SG267120	\$ 13,095.00
192	15605	1995	FRD TAURUS MRN	Light	29010	1FALP52UXSG267135	\$ 13,095.00
193	15612	1995	FRD TAURUS MRN	Light	28167	1FALP52U3SG267123	\$ 13,095.00
194	15613	1995	FRD TAURUS MRN	Light	29536	1FALP52U4SG179326	\$ 13,095.00
195	15151	1995	FRD TAURUS WAGN	Light	17470	1FALP57U8DF205340	\$ 15,958.00
196	25136	1995	GMC JIMMY WHT	Light	6345	1GKDT13W7S2545087	\$ 21,596.00
197	15771	1995	JEEP CHER BLU	Light	20187	1J4FJ78S5SL587605	\$ -
198	25312	1995	JEEP CHERKEE GRN	Light	11144	1J4FJ67S7SL663322	\$ 19,935.00
199	15170	1995	OLDS CUTLS SL	Light	29456	1G3WH52MXSD313455	\$ 16,734.00
200	29001	1994	CHEV 1500 PICKUP 4X4/HAU	Light	94891	2GCEK14K1K1125128	\$ -
201	24100	1994	CHEV 4x4 BURG	Light	51629	1GCEK14K2RE127320	\$ -
202	24115	1994	CHEV C2500 P/UP	Light	33479	1GCFC24HORZ274871	\$ 12,961.00
203	24106	1994	CHEV G30 VAN	Light	64817	1GOKG35K2RF124394	\$ 19,067.24
204	24103	1994	CHEV LUMINA VAN	Light	22023	1GNDV06D6RT130187	\$ 14,779.00

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205	24123	1994	CHEV SUB 4x4 BLU	Light	20787	1GNFK16K3RJ410034	\$ 26,950.00
206	24111	1994	CHEVROLET C1500/HAU	Light	43776	1GCEK19L8RE198398	\$ -
207	24104	1994	DGE 250VAN WHT	Light	33895	2B7HB21Y5RK158178	\$ 17,935.00
208	24222	1994	FORD F250 BLU	Light	56414	2FTHF25H5RCA34081	\$ 17,806.00
209	24114	1994	FORD F250 WHITE	Light	31275	1FTHF25H2RLA22685	\$ 20,538.00
210	24161	1994	FORD F250 WHITE	Light	52888	1FTHF25H1RLA52809	\$ 17,901.00
211	24124	1994	FRD BRONCO XLT	Light	20447	1FMEU15N1RLB54826	\$ 25,167.00
212	24102	1994	FRD E350 BLU	Light	27078	1FTJE34H3RHA28770	\$ 19,869.00
213	24223	1994	FRD F250 BLU	Light	46419	2FTHF25H7RCA34082	\$ 17,806.00
214	14301	1994	FRD TAURUS GRN	Light	13892	1FALP52U5RG110641	\$ 14,509.00
215	14351	1994	FRD TEMPO GRN	Light	11448	1FAPP31XXRK190551	\$ -
216	34000	1994	GMC VANDURA YEL	Light	16883	1GDKH32N6R3501090	\$ 133,272.85
217	24200	1994	JEEP CHERKEE GRN	Light	15945	1J4FT28P2RL238565	\$ 14,999.00
218	24307	1994	JEEP CHEROKEE 4X4	Light	32767	1J4FJ27S8RL248867	\$ 17,776.42
219	14294	1994	PLYMAGGLAIM WHT	Light	28720	1P3AA46K7RF290944	\$ 10,093.15
220	99981	1994	S-10 BLAZER LEASE	Light	48523	1GNCT18W7RO116304	\$ -
221	13797	1993	BUICK CENT MARON	Light	33418	1G4AG55N7P6444786	\$ 9,000.00
222	23760	1993	CHEV ASTR MRON	Light	59569	1GNDM15WOPB148124	\$ 11,235.00
223	23834	1993	CHEV ASTR WHT	Light	63988	1GNDM19Z9PB185877	\$ 12,100.00
224	23808	1993	CHEV ASTR WHT	Light	48468	1GCDM19Z0PB188675	\$ 12,789.00
225	23005	1993	CHEV BLAZR 4x4 WHT	Light	19477	1GNEK18K9PJ416703	\$ -
226	23114	1993	CHEV C2500 TRK	Light	49188	1GCGC24KXPE169632	\$ -
227	13105	1993	CHEV CAPRICE GRY	Light	57069	1G1BL5372PW126298	\$ 11,000.00
228	23106	1993	CHEV S-10 WHT	Light	48071	1GCCS14Z2P8119122	\$ -
229	23001	1993	CHEVROLET BLAZER 4X4	Light	10697	1GNEK18K6PJ332754	\$ 16,189.89
230	23002	1993	CHEVROLET BLAZER 4X4	Light	11955	1GNEK18K0PJ363390	\$ 16,550.00
231	23003	1993	CHEVROLET BLAZER 4X4	Light	10521	1GNEK18KXPJ352571	\$ 16,550.00
232	23200	1993	CHEVROLET S-10 BLAZER	Light	27795	1GNDD13W2P2195930	\$ 17,899.00
233	23004	1993	CHEVY BLAZER	Light	31331	1GNEK18K6PJ357528	\$ -
234	23108	1993	CHEVY S-10	Light	46212	1GCCS14Z9P8121014	\$ -
235	23126	1993	FORD F250 RED	Light	69374	2FTHF25H8PCB09305	\$ 26,697.00
236	13823	1993	FORD TEMPO BLU	Light	38727	2FAPP36U7PB195857	\$ 9,886.00
237	23835	1993	FRD ARGSTRVAN	Light	48181	1FMDA31J2PZA85104	\$ 10,900.00
238	13311	1993	FRD CRWN VIC/BLU	Light	40399	2FALP74W4PX127447	\$ -
239	23113	1993	FRD F250 WHT	Light	78928	1FTHF25H3RLA12003	\$ 18,150.00
240	99984	1993	FRD P/U BLU	Light	57160	1FTCR10A3PPA02215	\$ -
241	23100	1993	FRD RANGER	Light	17220	1FTCR10U6PUB81676	\$ 11,678.00
242	13295	1993	FRD TAURUS	Light	35617	1FACP52U2PG208622	\$ 10,410.00
243	13200	1993	FRD TAURUS BEIGE	Light	41860	1FALP57U2PG238860	\$ 15,355.80
244	13208	1993	FRD TAURUS BEIGE	Light	30559	1FACP5246PA318804	\$ 13,000.00
245	13201	1993	FRD TAURUS BLU	Light	30661	1FACP52U0PG293685	\$ 11,039.40
246	13300	1993	FRD TAURUS GRN	Light	33876	1FACP5248PG311253	\$ 13,919.00
247	13298	1993	FRD TAURUS SIL	Light	17201	1FACP52U0PG287790	\$ 12,328.00
248	13818	1993	FRD TEMPO BLU	Light	33798	2FAPP36U5PB195856	\$ 9,886.00
249	13820	1993	FRD TEMPO BLU	Light	29704	2FAPP36U8PB195852	\$ 9,886.00
250	13824	1993	FRD TEMPO BLU	Light	39060	1FAPP31U8PK209892	\$ 9,886.00
251	13825	1993	FRD TEMPO BLU	Light	40500	2FAPP36UXPB195853	\$ 9,886.00
252	13826	1993	FRD TEMPO BLU	Light	28123	2FAPP36U3PB195855	\$ 9,886.00
253	13830	1993	FRD TEMPO BLU	Light	45107	2FAPP36U4PB195850	\$ 9,886.00
254	13819	1993	FRD TEMPO BLUE	Light	31063	2FAPP36U6PB195851	\$ 9,886.00
255	13821	1993	FRD TEMPO BLUE	Light	37855	2FAPP36U8PB195849	\$ 9,886.00
256	13822	1993	FRD TEMPO BLUE	Light	38420	2FAPP36U1PB195854	\$ 9,886.00

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257	13815	1993	FRD TEMPO GREY	Light	38400	2FAPP36U0PB195876	\$ 9,886.00
258	13324	1993	FRD TEMPO GRY	Light	33627	2FAPP36UZPB195877	\$ 9,886.00
259	13814	1993	FRD TEMPO GRY	Light	55116	2FAPP36U9PB195875	\$ 9,886.00
260	13816	1993	FRD TEMPO RED	Light	41977	2FAPP36UXPB195870	\$ 9,886.00
261	13817	1993	FRD TEMPO RED	Light	35785	2FAPP36U8PB195866	\$ 9,886.00
262	13827	1993	FRD TEMPO RED	Light	54074	2FAPP36U19B195871	\$ 9,886.00
263	13828	1993	FRD TEMPO RED	Light	34579	2FAPP36U49B194864	\$ 9,886.00
264	13829	1993	FRD TEMPO RED	Light	34653	1FAPP31U6PK209891	\$ 9,886.00
265	13184	1993	FRD TEMPO WHITE	Light	43245	2FAPP36U9PB195844	\$ 9,886.00
266	13182	1993	FRD TEMPO WHT	Light	27734	2FAPP36U2PB195846	\$ 9,886.00
267	13183	1993	FRD TEMPO WHT	Light	29360	2FAPP36U0PB195845	\$ 9,886.00
268	13323	1993	FRD TEMPO WHT	Light	29610	2FAPP36U4PB195878	\$ 10,077.00
269	13181	1993	FRD TEMPO WHT	Light	27420	2FAPP36U6PB195848	\$ 9,886.00
270	23831	1993	GMC SAFARI BLU	Light	55700	1GKDM19ZXPB526846	\$ 10,000.00
271	23105	1993	WHITE CHEVROLET S-10	Light	47800	1GCCS14Z5P8120622	\$ -
272	23107	1993	WHITE CHEVROLET S-10	Light	38596	1GCCS14Z3P8121980	\$ -
273	22002	1992	BLUE FORD EXPLORER XLT	Light	24986	1FMDU34X2MUA92156	\$ 19,533.00
274	22200	1992	BLUE FORD RANGER	Light	54012	1FTCR10A0NUA47515	\$ -
275	22100	1992	CHEV 20SER WHT	Light	19438	1GCEG25HXN7127932	\$ 14,026.54
276	22116	1992	CHEV 2500 WHT	Light	49786	1GBGC24K7NE206198	\$ 17,263.93
277	12785	1992	CHEV LUMINA BLA	Light	67136	2G1W65413N1134380	\$ 7,700.00
278	22322	1992	DODGE DKOTA BLU	Light	49335	1B7FL26X6NS653767	\$ -
279	22324	1992	DODGE GRAND CARAVAN	Light	62087	1B4GH44RXNX216490	\$ -
280	22222	1992	FORD F150 TRUK	Light	68103	2FTEF15N3NCA07412	\$ 13,044.00
281	22319	1992	FRD BRONCO 4X4	Light	43976	1FMEU15N8NLA52953	\$ 21,063.00
282	22320	1992	FRD BRONCO 4x4 RED	Light	43166	1FMEU15N8NLA52952	\$ -
283	22222	1992	FRD ESCORT WAG RED	Light	34780	1FAPP15J1NW201126	\$ -
284	22001	1992	FRD EXPLORER BLU	Light	45028	1FMDU34X0NUA88588	\$ -
285	22220	1992	FRD F150 PU	Light	120201	2FTEF15N5NCA07413	\$ 13,044.00
286	22221	1992	FRD F150 TRUCK	Light	60347	2FTEF15N1NCA07411	\$ 13,044.00
287	22219	1992	FRD F250 PU	Light	95483	1FTHF25H4NLA22472	\$ -
288	22110	1992	GMC MINVAN BLU	Light	42386	1GKDM15Z8NB505075	\$ 15,360.18
289	12702	1992	OLDS CUTAS GRAY	Light	58120	1G3AL54N7N6343617	\$ 9,000.00
290	22754	1992	PLYM VYGR BLU	Light	62050	2P4GH25K6HR611897	\$ 9,475.00
291	99988	1992	PONTIAC GP (RED)	Light	618717	1G2WH5415NF251383	\$ -
292	22199	1992	RED FORD RANGER	Light	46193	1FTCR10A3NUA44544	\$ -
293	99982	1992	TOYOTA CAMRY BLACK	Light	86317	J12SK12ES0002778	\$ -
294	11753	1991	BUICK LESABRE	Light	65803	1G4HP14C8MH449051	\$ -
295	21113	1991	CHEV 2500 TRK	Light	42741	1GCEG24K9ME198272	\$ -
296	21005	1991	CHEV BLAZER	Light	98021	1GNCT18Z8M8189640	\$ 16,483.62
297	21004	1991	CHEV BLZER CHRCL	Light	48551	1GNCT18Z4M8181983	\$ 16,483.62
298	11796	1991	CHEV CAPRICE BLU	Light	90948	1G1BL5377MW248666	\$ 7,645.00
299	11792	1991	CHEV CAVALIER	Light	55480	1G1JC54G0M7227789	\$ 9,438.06
300	11777	1991	CHEV CAVALIER	Light	60795	1G1JC54G6M7218708	\$ 9,438.06
301	11781	1991	CHEV CAVALIER	Light	71089	1G1JC54G1M7218843	\$ 9,438.06
302	11782	1991	CHEV CAVALIER	Light	66349	1G1JC54G0M7227145	\$ 9,438.06
303	11783	1991	CHEV CAVALIER	Light	62592	1G1JC54G4M7226967	\$ 9,438.06
304	11786	1991	CHEV CAVALIER	Light	63500	1G1JC54G9M7226933	\$ 9,438.06
305	11790	1991	CHEV CAVALIER	Light	74334	1G1JC54G7M7227742	\$ 9,438.06
306	11793	1991	CHEV CAVALIER	Light	65669	1G1JC54G0M7227775	\$ 9,438.06
307	11778	1991	CHEV CAVALIER (BOS)	Light	28260	1G1JC54G6M7218045	\$ 9,438.06
308	11300	1991	CHEV CAVALR WAGN	Light	32171	1G1JC84T8M7178727	\$ 11,595.00

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309	11789	1991	CHEV CAVLIER GRV	Light	52512	1G1JC54G5M7227643	\$ 9,438.06
310	11779	1991	CHEV CAVLIR BLU	Light	71494	1G1JC54G0M7218641	\$ 9,438.06
311	11788	1991	CHEV CAVLR	Light	69605	1G1JC54G3M7227494	\$ 9,438.06
312	11794	1991	CHEV CAVLR	Light	70856	1G1JC54G9M7227564	\$ 9,438.06
313	11301	1991	CHEV CORSICA/HAU	Light	53052	1G1LT5312MY109244	\$ -
314	21309	1991	CHEV S10 PICKUP/HAU	Light	67927	1GCCS14R4M2127642	\$ -
315	21310	1991	CHEV S10 PICKUP/HAU	Light	69211	1GCCS14R8M2127446	\$ -
316	21016	1991	CHEV TRUCK PICKUP	Light	37960	1GCGC24K7ME193446	\$ 15,158.89
317	21009	1991	CHEV VAN 20	Light	98125	2GCEG25H3M4119861	\$ 19,527.44
318	21007	1991	CHEV VAN C20	Light	32608	2GCEG25K4M4114826	\$ 13,791.28
319	21222	1991	CHEV VAN S-20	Light	54661	1GCEG25K1M7135072	\$ 14,098.20
320	21221	1991	CHEV VAN SER20	Light	128702	1GCEG25FXM7135667	\$ 14,098.20
321	21223	1991	CHEV VAN SER20	Light	79100	1GCEG25K6M7134858	\$ 14,098.20
322	21224	1991	CHEV VAN SER20	Light	96230	1GCEG25K2M7135551	\$ 14,098.20
323	21225	1991	CHEV VAN SER20	Light	74394	1GCEG25K7M7135724	\$ 14,098.20
324	21020	1991	DODGE DAKOTA P/U	Light	71590	1B7FL26X1MS282015	\$ 9,935.35
325	21021	1991	DODGE DAKOTA P/U	Light	75467	1B7FL26X7MS282018	\$ 9,935.35
326	21022	1991	DODGE DAKOTA P/U	Light	68454	1B7FL26X5MS282017	\$ 9,935.35
327	21023	1991	DODGE DAKOTA P/U	Light	87331	1B7FL26X9MS282019	\$ 9,935.35
328	21024	1991	DODGE DAKOTA P/U	Light	62555	1B7FL26X3MS282016	\$ 9,935.35
329	11103	1991	FRD TAURUS WGN	Light	83160	1FACP55U2MG172907	\$ 13,465.50
330	21219	1991	FRD TRUCK F250	Light	36704	1FTHF25H2MLA67375	\$ 14,527.00
331	21220	1991	FRD TRUCK F250	Light	66246	1FTHF25H4MLA67376	\$ 14,527.00
332	21145	1991	FRD VAN E150	Light	82518	1FTEE14H1MHA82292	\$ 14,625.00
333	21002	1991	GMC JIMMY/HAU	Light	80348	1GKDT13Z6M2512000	\$ -
334	11757	1991	MERC COUGAR SIL	Light	79480	1MEPM6048MH613708	\$ 8,718.00
335	10755	1990	BUICK RIVIERA	Light	83291	1G4FZ13C010403590	\$ 9,970.00
336	20013	1990	CHEV 1/2TON P/U	Light	28593	2GCEC14Z8L1253409	\$ 11,644.38
337	20311	1990	CHEV G20 PICKUP 4X4/HAU	Light	60871	1GCGK24K31F186219	\$ -
338	20318	1990	CHEV FLTSIDE 4X4	Light	55073	2GCEK14H9L1120250	\$ 12,978.00
339	20107	1990	CHEV VAN G20	Light	130836	1GCEG25H5L7138964	\$ 14,902.25
340	20108	1990	CHEV VAN G20	Light	127309	1GCEG25H6L7138424	\$ 14,902.25
341	20313	1990	CHEV VAN/HAU	Light	48510	2GCGG39K914139180	\$ -
342	20110	1990	DODGE DAKOTA	Light	79725	1B7FL26X4LS697294	\$ 9,721.91
343	20115	1990	DODGE DAKOTA	Light	54175	1B7FL26X8LS697296	\$ 9,721.91
344	20116	1990	DODGE DAKOTA	Light	79457	1B7FL26X6LS697295	\$ 9,721.91
345	20748	1990	DODGE RAM VAN	Light	69957	2B7FB11X4LK753104	\$ 12,350.19
346	10192	1990	DODGE SPIRIT	Light	37032	1B3XA4638LF909515	\$ 10,585.60
347	20333	1990	DODGE TRUCK F150/HAU	Light	59007	1B7HM16Y7LS17322	\$ -
348	20105	1990	DODGE VAN F250	Light	40693	2B7HB21Z9LK784929	\$ 13,478.35
349	10188	1990	FORD BRONCO	Light	81886	1FMEU15N8LLB04450	\$ 15,827.00
350	20125	1990	FORD BRONCO	Light	58110	1FMEU15N1LLB04452	\$ 16,457.90
351	20126	1990	FORD BRONCO	Light	54747	1FMEU15NXLLB04451	\$ 16,457.90
352	20006	1990	FORD TRUCK F250	Light	57266	1FTHF25H8LLB26962	\$ 11,762.00
353	20798	1990	FRD ARGSTR BLU	Light	86044	1FTDA34X4L7B83149	\$ 6,400.00
354	10189	1990	FRD BRONCO	Light	67450	1FMEU15N1LLBU4449	\$ 15,827.00
355	20319	1990	FRD E250 VAN	Light	25782	1FTEE24N7LHB80743	\$ 13,525.00
356	10261	1990	FRD TAURUS WAGON	Light	144341	1FACP55U6LG265783	\$ 13,207.00
357	20801	1990	GMC S-15	Light	84517	1GTCS14ZXL2500097	\$ 13,250.00
358	20002	1990	GMC SIERRA P/U	Light	90937	2GTEC14H71545530	\$ 11,407.21
359	20001	1990	GMC SIERRA P/U	Light	87900	2GTEC14H21544365	\$ 11,407.21
360	20003	1990	GMC SIERRA SL1500	Light	92528	2GTEC14H6L561542	\$ 11,629.93

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361	10715	1990	MERC MARQIS WHT	Light	123538	2MECM75F9LX671825	\$ 6,900.00
362	10707	1990	OLDS 88 BLU	Light	104506	1G3HY54C2LH317538	\$ 8,300.00
363	10701	1990	OLDS CUTLASS BLK	Light	80835	2G3A154N212349863	\$ 8,500.00
364	29002	1989	CHEV 3500 WHT/HAU	Light	17824	1GBHR336KF306390	\$ 13,000.00
365	19729	1989	CHEV CAPRICE GRY	Light	169746	1G1BL517XKR171869	\$ 5,000.00
366	19238	1989	CHEV CORSICA	Light	77943	1G1LT54WXKY234126	\$ 6,000.00
367	29298	1989	CHEV STEP VAN WHITE	Light	89077	1GCKP32W0K3323859	\$
368	29065	1989	CHEV TRUK MHSEAL	Light	67403	1GBKP32K6K3317176	\$ 23,384.90
369	29122	1989	FORD RANGER P/U	Light	88206	1FTCR15T9KPA69341	\$ 9,859.10
370	19775	1989	FORD TAURUS	Light	81477	1FABP52U4KC222218	\$ 10,500.00
371	19776	1989	FORD TAURUS	Light	127606	1FABP52U6KG209597	\$ 10,500.00
372	19774	1989	FORD TAURUS	Light	95131	1FABP52U8KG222285	\$ 10,500.00
373	29801	1989	FRD 3/4 TON VAN	Light	01177	1F1XKHA16997	\$ 10,916.00
374	99914	1989	FRD TARUS RED LEASE	Light	93792	1FABP52U7KG290240	\$ -
375	19700	1989	FRD TAURUS	Light	91663	1FABP52U9KG173209	\$ 10,500.00
376	19750	1989	FRD TAURUS	Light	82330	1FABP52U8KG222366	\$ 10,500.00
377	99917	1989	MERC SABLE WHITE	Light	109279	1MEBM5345NG602216	\$
378	19752	1989	OLDSMOBILE 88	Light	105014	1G3CW54C0K1308800	\$ -
379	99915	1989	PLYM VOYGR GRAY	Light	82223	2P4FH4517KR314504	\$
380	19787	1989	PONTIAC FIREBIRD BLUE	Light	97964	1G2FS21F5KL248115	\$ 7,984.00
381	18748	1988	BUICK LABABRE (SILVER)	Light	79562	1G4HP54GYJH438647	\$ 6,650.00
382	18761	1988	CHEV BLAZER	Light	132945	1GNCT1829J0179256	\$ 5,900.00
383	18762	1988	CHEV CAPRICE	Light	169997	1G1BL5165JR182493	\$ 5,500.00
384	18110	1988	CHEV CAVALIER	Light	57859	1G1JC5118J7118301	\$ 5,950.00
385	18740	1988	CHEV CAVALIER	Light	89155	1G1JC5118J7118487	\$ 5,950.00
386	18745	1988	CHEV CAVALIER	Light	105091	1G1JC5118J7118430	\$ 5,950.00
387	18746	1988	CHEV CAVLIER	Light	84595	1G1JC5115J1126133	\$ 5,950.00
388	18717	1988	CHEV CAVLIER	Light	102900	1G1JC5115J7117963	\$ 5,950.00
389	18744	1988	CHEV CAVLIER	Light	80816	1G1JC5117J7118242	\$ 5,950.00
390	18705	1988	CHEV CAVLR	Light	87910	1G1JC5117J7118905	\$ 5,950.00
391	28316	1988	CHEV PICKUP 2500	Light	109555	2GCFC24K6J1132677	\$ 12,311.50
392	28315	1988	CHEVROLET 2500 PICKUP	Light	124020	1GCFC24K1JZ121464	\$ 12,890.79
393	18706	1988	CHEVROLET CAVALIER	Light	83850	1G1JC5112J7117967	\$ 5,950.00
394	18767	1988	FRD TBIRD BLU	Light	114888	1FABP61F0JH115135	\$ 6,000.00
395	28323	1988	GMC JIMMY S15	Light	36505	1GKCT18R6J0501901	\$ 6,142.50
396	18772	1988	PONTIAC BONNEVILLE	Light	142447	1G2HX54C2JW266008	\$ 4,000.00
397	18740	1988	TAURUS WAGON BLU	Light	137610	1FABP5007JA184939	\$
398	27180	1987	4WD FORD BRONCO II	Light	71009	1FMCU14T0HUD26022	\$ 13,645.00
399	27100	1987	BLACK CHEV S-10	Light	82773	1GGBS14E6H2161838	\$
400	17747	1987	BLK PONTIAC BONNEVILLE	Light	133263	1G2H25438HW306063	\$ 4,540.00
401	17751	1987	BUICK LESABRE	Light	51323	1G4HP5435HH514189	\$
402	27319	1987	CHEV PICKUP C20	Light	128248	1GCFR24H8HJ163531	\$ 11,260.54
403	27321	1987	CHEV PICKUP GRN	Light	46307	1GCFR24H6HJ163222	\$ 12,890.79
404	17714	1987	CHEVROLET CELEBRITY	Light	123529	1G1AW51R0HG101788	\$ 3,300.00
405	27320	1987	CHEVROLET PICKUP C20	Light	81390	1GCFR24HXHJ163580	\$ 12,311.54
406	17311	1987	DOOR BUICK CENTURY	Light	47564	1G4AH51W9HT441614	\$ 4,523.77
407	27318	1987	FORD BRONCO	Light	66636	1FMEU15N8HLA74079	\$ 15,252.61
408	27310	1987	FORD BRONCO WHT	Light	58434	1FMEU15N2HLA71615	\$ 15,252.00
409	27197	1987	FORD F150 PICKUP	Light	85900	1FTEF15Y6HNB19548	\$ 9,942.00
410	27306	1987	FRD BRONCO II	Light	106698	1FMCU14T2HUD26023	\$ 13,645.00
411	17193	1987	FRD TAURUS SEDN	Light	51985	1FABP52U8HG265355	\$ 12,449.00
412	17170	1987	FRD TAURUS WAGN	Light	40497	1FABP57U1HG265349	\$ 12,881.24

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413	17302	1987	FRD TAURUS WAGN	Light	80436	1FABP57U1HG265352	\$ 12,881.24
414	17303	1987	FRD TAURUS WAGN	Light	76231	1FABP57UXHG265351	\$ 12,881.24
415	17305	1987	FRD TAURUS WAGON	Light	53563	1FABP57U8HG265350	\$ 12,881.24
416	27179	1987	GMC VAN 2500	Light	42586	2GTEG25H2H4512871	\$ 11,990.00
417	17743	1987	GREY CROWN VICTORIA	Light	109540	2FABP74F4HX1311723	\$ 5,500.00
418	16705	1986	BUICK CENT SIL	Light	72671	1G4AG1937GD475937	\$ 4,500.00
419	26004	1986	CHEV 2500 BLU	Light	79105	1GCGC24W7GJ167332	\$ 8,500.00
420	26135	1986	CHEV SUBURBAN	Light	72256	1G8GK26JXGF136772	\$ 12,737.00
421	16191	1986	FORD LTD	Light	121819	2FABP43GXGX145231	\$ 3,800.00
422	26803	1986	FRD E150 VAN	Light	87745	1FTEE14Y1GHB22424	\$ 5,000.00
423	26129	1986	FRD E250 VAN	Light	98905	1FTEE24Y6GHA76776	\$ 10,625.18
424	26199	1986	FRD E250 VAN	Light	52738	1FTEE24Y7GHA76771	\$ -
425	16709	1986	FRD LTD 4DOOR	Light	141233	2FABP43G8GX185473	\$ 4,769.00
426	16703	1986	FRD LTD 4DOR	Light	160662	2FABP43G2GX219080	\$ 4,769.00
427	26131	1986	FRD VAN E250	Light	114750	1FTEE24Y4GHA76775	\$ 10,625.18
428	16763	1986	MERC GRND MARQ	Light	134171	2MEBP95F3GX701230	\$ 4,540.00
429	16731	1986	OLDS 98 BROWN	Light	125440	1G3CW69B6G4367295	\$ 4,100.00
430	15189	1985	CHEV CAVALIER	Light	84256	1G1JC69P2FJ234876	\$ 7,812.41
431	15190	1985	CHEV CAVALIER	Light	63051	1G1JC69P0FJ237341	\$ 7,812.41
432	15708	1985	CHEV CAVLR	Light	102028	1G1JC69P7FJ235201	\$ 7,812.41
433	15720	1985	CHEV CAVLR	Light	75127	1G1JC69P3FJ236359	\$ 7,812.41
434	15725	1985	CHEV CAVLR	Light	80369	1G1JC69P1FJ235209	\$ 7,812.41
435	15727	1985	CHEV CAVLR	Light	102382	1G1JC69P0FJ236349	\$ 7,812.41
436	15737	1985	CHEV CAVLR	Light	85569	1G1JC69P7FJ233299	\$ 7,812.41
437	15738	1985	CHEV CAVLR	Light	99247	1G1JC69P1FJ235985	\$ 7,812.41
438	15739	1985	CHEV CAVLR	Light	103893	1G1JC69P6FJ235996	\$ 7,812.41
439	15196	1985	CHEV CELEBRITY WAGN	Light	61891	2G1AW35X9F107608	\$ 9,456.62
440	15192	1985	CHEV CELEBRITY	Light	114785	2G1AW19X8F1176583	\$ -
441	15194	1985	CHEV CELEBRITY	Light	80471	2G1AW19X9F116576	\$ 6,025.00
442	25206	1985	CHEV TRUCK C10	Light	146036	2GCEC14H2F1219414	\$ 8,404.63
443	25207	1985	CHEV TRUCK C10	Light	132493	2GCEC14H3F1219488	\$ 8,404.63
444	25980	1985	CHEVROLET BLAZER	Light	119922	1G8EK18H3FF152063	\$ -
445	25742	1985	CHEVROLET VAN	Light	59747	1GAFG35L5F7445439	\$ 8,500.00
446	25713	1985	FORD F150 PICKUP	Light	129688	1FMCU14T3JUD60011	\$ 6,700.00
447	25112	1985	FRD F250 TRUCK	Light	104749	1FDKF3712FKB36940	\$ 10,366.11
448	25121	1985	FRD F250 TRUCK	Light	173488	1FTHX25H4FKB43667	\$ 11,751.69
449	15712	1985	FRD LTD BGRAY	Light	182430	2FABP43G9FX203375	\$ 7,717.00
450	15901	1985	FRD TEMPO	Light	60386	2FABP22X6FB223621	\$ 8,155.40
451	25110	1985	FRD TRUCK F250	Light	59411	1FTHF2514FPB46383	\$ 11,750.00
452	25111	1985	FRD TRUCK F250	Light	63933	2FTHF25HXFCB37637	\$ 11,750.00
453	25115	1985	FRD TRUCK F250	Light	67201	2FTHF25H1FCB37641	\$ 10,366.11
454	25198	1985	FRD TRUCK F250	Light	70890	1FTHF251XFPB46386	\$ 10,366.11
455	25218	1985	FRD TRUCK F250	Light	173407	1FTHF2510FPB47353	\$ 10,366.11
456	25219	1985	FRD TRUCK F250	Light	154938	1FTHF2512FPB47354	\$ 10,366.11
457	25196	1985	FRD VAN E250	Light	69773	1FTJE3417FHG22961	\$ -
458	15180	1985	JEEP 4WD	Light	98236	1JCWB7812FT161787	\$ 13,590.00
459	15758	1985	OLDS DELT88 GRAY	Light	119440	1G3BN69Y5F9041895	\$ 2,500.00
460	14756	1984	BUICK LASABRE BRN	Light	143428	1G4AP69Y6EH864792	\$ 2,950.00
461	14120	1984	CHEV CAPRICE	Light	107962	2G1AN69H5E9204090	\$ 11,414.37
462	14103	1984	CHEV IMPALA	Light	118632	1G1AL69H6EH152020	\$ -
463	14105	1984	CHEV IMPALA	Light	91805	1G1AL69H63H152096	\$ -
464	14189	1984	CHEV IMPALA	Light	75802	1G1AL69H4EH152100	\$ 10,257.37

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465	14764	1984	CHEV IMPALA	Light	137262	1G1AL69HXEH152022	\$ 7,126.00
466	14780	1984	CHEV IMPALA	Light	115575	2G1AL69H5E9274078	\$ 7,126.00
467	14719	1984	FRD CRWN VIC-BRN	Light	115480	1FABP43F5EZ105797	\$ 4,900.00
468	14153	1984	JEEP CHEROKEE	Light	94130	1JCWB7816FT029342	\$ 13,113.00
469	23104	1983	FORD TRUCK F250	Light	80604	1FTEF25G0DLA17388	\$ -
470	22109	1982	FORD VAN	Light	110983	1FTDE04E3CHA56948	\$ 7,677.21
471	22799	1982	FRD E150	Light	98055	1FTDE14F4CHA38019	\$ -
472	22265	1982	GMC VAN25 GRN	Light	49687	1GTEG25D2C7507230	\$ -
473	12732	1982	OLDS DELTA 88 GRY	Light	109764	1G3AY37Y5CM273099	\$ 3,150.00
474	21102	1981	CHEV BLAZER 4WD	Light	111260	1G8EK18D2BF105842	\$ -
475	21299	1981	CHEV STEPVAN/BLU	Light	46997	1GCFP22T183312760	\$ -
476	21734	1981	CHEVROLET TRUCK C30	Light	104282	1GBHC34W3BB141747	\$ 7,245.00
477	21106	1981	DODGE VAN 100	Light	35253	2B7GB13E0BK241550	\$ 6,064.00
478	21769	1981	GRAY FORD VAN E-100	Light	74440	1FTDE06E5BHA57658	\$ 2,000.00
479	29200	1979	CONCORD CHAMPION RV	Light	70521	M40GA8T520949	\$ 6,400.00
480	28248	1978	CHEV G20 VAN	Light	67149	CGD2590110607	\$ -
481	23049	1973	FRD TRUK F100	Light	55140	F10GLS00305	\$ 500.00
482	16325	1996	FORD CROWN VIC	Police	4300	2FALP71W4TX165761	\$ 18,000.00
483	16355	1996	FRD CROWN VIC	Police	9071	2FALP71W8TX165813	\$ 18,000.00
484	16357	1996	FRD CROWN VIC	Police	8369	2FALP71W4TX165758	\$ 18,000.00
485	16358	1996	FRD CROWN VIC	Police	15764	2FALP71W5TX165820	\$ 18,000.00
486	16361	1996	FRD CROWN VIC	Police	8635	2FALP71W2TX165807	\$ 18,000.00
487	16367	1996	FRD CROWN VIC	Police	9816	2FALP71W4TX165792	\$ 18,000.00
488	16339	1996	FRD CRWN VIC	Police	14291	2FALP71W4TX165811	\$ 18,000.00
489	16341	1996	FRD CRWN VIC	Police	1212	2FALP71W0TX165790	\$ 18,000.00
490	16342	1996	FRD CRWN VIC	Police	12294	2FALP71W0TX165787	\$ 18,000.00
491	16343	1996	FRD CRWN VIC	Police	16734	2FALP71W7TX165785	\$ 18,000.00
492	16344	1996	FRD CRWN VIC	Police	9813	2FALP71W6TX165812	\$ 18,000.00
493	16345	1996	FRD CRWN VIC	Police	8733	2FALP71W5TX165770	\$ 18,000.00
494	16346	1996	FRD CRWN VIC	Police	7025	2FALP71WXTX165814	\$ 18,000.00
495	16347	1996	FRD CRWN VIC	Police	10332	2FALP71W3TX165783	\$ 18,000.00
496	16348	1996	FRD CRWN VIC	Police	6563	2FALP71W5TX165784	\$ 18,000.00
497	16349	1996	FRD CRWN VIC	Police	9446	2FALP71W5TX165767	\$ 18,000.00
498	16350	1996	FRD CRWN VIC	Police	7866	2FALP71W2TX165810	\$ 18,000.00
499	16351	1996	FRD CRWN VIC	Police	6232	2FALP71W1TX165782	\$ 18,000.00
500	16352	1996	FRD CRWN VIC	Police	11000	2FALP71W4TX165789	\$ 18,000.00
501	16353	1996	FRD CRWN VIC	Police	8426	2FALP71W1TX165801	\$ 18,000.00
502	16354	1996	FRD CRWN VIC	Police	9439	2FALP71W0TX165806	\$ 18,000.00
503	16356	1996	FRD CRWN VIC	Police	10800	2FALP71W7TX165818	\$ 18,000.00
504	16359	1996	FRD CRWN VIC	Police	10860	2FALP71W8TX165794	\$ 18,000.00
505	16360	1996	FRD CRWN VIC	Police	13856	2FALP71W7TX165804	\$ 18,000.00
506	16362	1996	FRD CRWN VIC	Police	10548	2FALP71W3TX165816	\$ 18,000.00
507	16363	1996	FRD CRWN VIC	Police	4683	2FALP71W3TX165802	\$ 18,000.00
508	16364	1996	FRD CRWN VIC	Police	8271	2FALP71W2TX165774	\$ 18,000.00
509	16365	1996	FRD CRWN VIC	Police	8665	2FALP71W2TX165788	\$ 18,000.00
510	16366	1996	FRD CRWN VIC	Police	9549	2FALP71W6TX165809	\$ 18,000.00
511	16368	1996	FRD CRWN VIC	Police	11363	2FALP71W6TX165793	\$ 18,000.00
512	16369	1996	FRD CRWN VIC	Police	10888	2FALP71W9TX165822	\$ 18,000.00
513	16370	1996	FRD CRWN VIC	Police	9623	2FALP71W1TX165765	\$ 18,000.00
514	16371	1996	FRD CRWN VIC	Police	7890	2FALP71W7TX165799	\$ 18,000.00
515	16372	1996	FRD CRWN VIC	Police	8316	2FALP71W5TX165798	\$ 18,000.00
516	16373	1996	FRD CRWN VIC	Police	6637	2FALP71W1TX165779	\$ 18,000.00

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517	16374	1996	FRD CRWN VIC	Police	8569	2FALP71W5TX165817	\$ 18,000.00
518	16375	1996	FRD CRWN VIC	Police	10000	2FALP71W8TX165780	\$ 18,000.00
519	16376	1996	FRD CRWN VIC	Police	14308	2FALP71W7TX165768	\$ 18,000.00
520	16377	1996	FRD CRWN VIC	Police	5661	2FALP71W9TX165786	\$ 18,000.00
521	16378	1996	FRD CRWN VIC	Police	9217	2FALP71W6TX165776	\$ 18,000.00
522	16379	1996	FRD CRWN VIC	Police	10001	2FALP71W3TX165766	\$ 18,000.00
523	16380	1996	FRD CRWN VIC	Police	5390	2FALP71WXTX165778	\$ 18,000.00
524	16381	1996	FRD CRWN VIC	Police	11681	2FALP71W1TX165796	\$ 18,000.00
525	16382	1996	FRD CRWN VIC	Police	9163	2FALP71W9TX165772	\$ 18,000.00
526	16383	1996	FRD CRWN VIC	Police	7014	2FALP71W6TX165759	\$ 18,000.00
527	16384	1996	FRD CRWN VIC	Police	10211	2FALP71W7TX165771	\$ 18,000.00
528	16385	1996	FRD CRWN VIC	Police	11705	2FALP71W4TX165775	\$ 18,000.00
529	16386	1996	FRD CRWN VIC	Police	14180	2FALP71W8TX165777	\$ 18,000.00
530	16387	1996	FRD CRWN VIC	Police	5184	2FALP71WXTX165800	\$ 18,000.00
531	16388	1996	FRD CRWN VIC	Police	7498	2FALP71W4TX165808	\$ 18,000.00
532	16389	1996	FRD CRWN VIC	Police	10547	2FALP71W1TX165815	\$ 18,000.00
533	16390	1996	FRD CRWN VIC	Police	9062	2FALP71W9TX165819	\$ 18,000.00
534	16328	1996	FRD CRWN VIC FLT	Police	25323	2FALP71W2TX165757	\$ 18,000.00
535	16335	1996	FRD CRWN VIC FLT	Police	28056	2FALP71W0TX165773	\$ 18,000.00
536	16337	1996	FRD CRWN VIC FLT	Police	33546	2FALP71W2TX165791	\$ 18,000.00
537	16326	1996	FRD CRWN VIC/FLT	Police	31805	2FALP71W8TX165763	\$ 18,000.00
538	16327	1996	FRD CRWN VIC/FLT	Police	27039	2FALP71WXTX165764	\$ 18,000.00
539	16329	1996	FRD CRWN VIC/FLT	Police	30528	2FALP71W2TX165760	\$ 18,000.00
540	16330	1996	FRD CRWN VIC/FLT	Police	28756	2FALP71W6TX165762	\$ 18,000.00
541	16331	1996	FRD CRWN VIC/FLT	Police	29424	2FALP71W7TX165821	\$ 18,000.00
542	16332	1996	FRD CRWN VIC/FLT	Police	28698	2FALP71WXTX165795	\$ 18,000.00
543	16333	1996	FRD CRWN VIC/FLT	Police	27953	2FALP71W0TX165797	\$ 18,000.00
544	16334	1996	FRD CRWN VIC/FLT	Police	26838	2FALP71W9TX165805	\$ 18,000.00
545	16336	1996	FRD CRWN VIC/FLT	Police	24267	2FALP71W9TX165769	\$ 18,000.00
546	16338	1996	FRD CRWN VIC/FLT	Police	31184	2FALP71W5TX165803	\$ 18,000.00
547	16340	1996	FRD CRWN VIC/FLT	Police	2956	2FALP71WXTX165781	\$ 18,000.00
548	16104	1996	JEEP CHER WHT	Police	7987	1J4FJ68S4TL237958	\$ 20,483.55
549	16101	1996	JEEP CHEROKEE WHITE	Police	5296	1J4FJ68S2TL237057	\$ 20,483.55
550	15223	1995	FRD CRWN VIC	Police	21064	2FALP71WXSX181350	\$ 16,000.00
551	15224	1995	FRD CRWN VIC	Police	12365	2FALP71W6SX181328	\$ 16,000.00
552	15225	1995	FRD CRWN VIC	Police	15682	2FALP71W7SX181323	\$ 16,000.00
553	15226	1995	FRD CRWN VIC	Police	17271	2FALP71W5SX181322	\$ 16,000.00
554	15227	1995	FRD CRWN VIC	Police	17402	2FALP71WXSX181333	\$ 16,000.00
555	15228	1995	FRD CRWN VIC	Police	40001	2FALP71W1SX181334	\$ 16,000.00
556	15229	1995	FRD CRWN VIC	Police	22045	2FALP71W0SX181356	\$ 16,000.00
557	15230	1995	FRD CRWN VIC	Police	16947	2FALP71W3SX181335	\$ 16,000.00
558	15231	1995	FRD CRWN VIC	Police	15377	2FALP71W8SX181346	\$ 16,000.00
559	15232	1995	FRD CRWN VIC	Police	17984	2FALP71W6SX181359	\$ 16,000.00
560	15233	1995	FRD CRWN VIC	Police	29160	2FALP71W1SX181320	\$ 16,000.00
561	15234	1995	FRD CRWN VIC	Police	33951	2FALP71W3SX181352	\$ 16,000.00
562	15235	1995	FRD CRWN VIC	Police	32905	2FALP71W9SX181324	\$ 16,000.00
563	15236	1995	FRD CRWN VIC	Police	21318	2FALP71W4SX181344	\$ 16,000.00
564	15237	1995	FRD CRWN VIC	Police	23893	2FALP71W5SX181353	\$ 16,000.00
565	15238	1995	FRD CRWN VIC	Police	28728	2FALP71W0SX181342	\$ 16,000.00
566	15239	1995	FRD CRWN VIC	Police	25675	2FALP71W4SX181330	\$ 16,000.00
567	15240	1995	FRD CRWN VIC	Police	18085	2FALP71W4SX181327	\$ 16,000.00
568	15241	1995	FRD CRWN VIC	Police	24989	2FALP71W9SX181372	\$ 16,000.00

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569	15242	1995	FRD CRWN VIC	Police	25560	2FALP71W9SX181341	\$ 16,000.00
570	15243	1995	FRD CRWN VIC	Police	33238	2FALP71W5SX181336	\$ 16,000.00
571	15244	1995	FRD CRWN VIC	Police	33017	2FALP71W2SX181326	\$ 16,000.00
572	15245	1995	FRD CRWN VIC	Police	29118	2FALP71W3SX181349	\$ 16,000.00
573	15246	1995	FRD CRWN VIC	Police	16585	2FALP71W9SX181338	\$ 16,000.00
574	15247	1995	FRD CRWN VIC	Police	22669	2FALP71W2SX181343	\$ 16,000.00
575	15248	1995	FRD CRWN VIC	Police	24899	2FALP71W4SX181361	\$ 16,000.00
576	15249	1995	FRD CRWN VIC	Police	24003	2FALP71W6SX181345	\$ 16,000.00
577	15250	1995	FRD CRWN VIC	Police	31003	2FALP71W5SX181370	\$ 16,000.00
578	15251	1995	FRD CRWN VIC	Police	23305	2FALP71W7SX181340	\$ 16,000.00
579	15253	1995	FRD CRWN VIC	Police	29832	2FALP71W7SX181337	\$ 16,000.00
580	15254	1995	FRD CRWN VIC	Police	28935	2FALP71W0SX181339	\$ 16,000.00
581	15255	1995	FRD CRWN VIC	Police	24935	2FALP71W7SX181368	\$ 16,000.00
582	15256	1995	FRD CRWN VIC	Police	29678	2FALP71W0SX181325	\$ 16,000.00
583	15257	1995	FRD CRWN VIC	Police	25039	2FALP71W7SX181354	\$ 16,000.00
584	15258	1995	FRD CRWN VIC	Police	23557	2FALP71W6SX181376	\$ 16,000.00
585	15259	1995	FRD CRWN VIC	Police	28325	2FALP71W4SX181375	\$ 16,000.00
586	15261	1995	FRD CRWN VIC	Police	23531	2FALP71W6SX181331	\$ 16,000.00
587	15262	1995	FRD CRWN VIC	Police	27390	2FALP71W7SX181347	\$ 16,000.00
588	15263	1995	FRD CRWN VIC	Police	36724	2FALP71W1SX181348	\$ 16,000.00
589	15264	1995	FRD CRWN VIC	Police	34708	2FALP71W8SX181332	\$ 16,000.00
590	15265	1995	FRD CRWN VIC	Police	26572	2FALP71W4SX181358	\$ 16,000.00
591	15266	1995	FRD CRWN VIC	Police	17623	2FALP71W8SX181363	\$ 16,000.00
592	15267	1995	FRD CRWN VIC	Police	21782	2FALP71W2SX181357	\$ 16,000.00
593	15268	1995	FRD CRWN VIC	Police	11597	2FALP71W2SX181360	\$ 16,000.00
594	15270	1995	FRD CRWN VIC	Police	25265	2FALP71W6SX181362	\$ 16,000.00
595	15271	1995	FRD CRWN VIC	Police	26018	2FALP71W9SX181355	\$ 16,000.00
596	15272	1995	FRD CRWN VIC	Police	31088	2FALP71W0SX181373	\$ 16,000.00
597	15273	1995	FRD CRWN VIC	Police	17375	2FALP71W3SX181366	\$ 16,000.00
598	15274	1995	FRD CRWN VIC	Police	21966	2FALP71W8SX181329	\$ 16,000.00
599	15275	1995	FRD CRWN VIC	Police	17345	2FALP71W1SX181365	\$ 16,000.00
600	15276	1995	FRD CRWN VIC	Police	11928	2FALP71W7SX181371	\$ 16,000.00
601	15277	1995	FRD CRWN VIC	Police	22210	2FALP71W8SX181377	\$ 16,000.00
602	15278	1995	FRD CRWN VIC	Police	21232	2FALP71WXSX181364	\$ 16,000.00
603	15279	1995	FRD CRWN VIC	Police	15061	2FALP71W1SX181351	\$ 16,000.00
604	15280	1995	FRD CRWN VIC	Police	9544	2FALP71W5SX181367	\$ 16,000.00
605	15252	1995	FRD CRWN VIC/FLT	Police	62068	2FALP71W3SX181321	\$ 16,000.00
606	15260	1995	FRD CRWN VIC/FLT	Police	78197	2FALP71W9SX181369	\$ 16,000.00
607	15269	1995	FRD CRWN VIC/FLT	Police	61591	2FALP71W2SX181374	\$ 16,000.00
608	15600	1995	FRD TAURUS GRN	Police	30585	1FALP52U7SG267156	\$ 13,095.00
609	15609	1995	FRD TAURUS GRN	Police	28883	1FALP52UXSG267099	\$ 13,095.00
610	15610	1995	FRD TAURUS GRN	Police	28930	1FALP52U5SG267091	\$ 13,095.00
611	15602	1995	FRD TAURUS MRN	Police	24642	1FALP52U4SG267115	\$ 13,095.00
612	15607	1995	FRD TAURUS MRN	Police	25573	1FALP52U7SG267142	\$ 13,095.00
613	15608	1995	FRD TAURUS MRN	Police	30187	1FALP52U0SG267127	\$ 13,095.00
614	15611	1995	FRD TAURUS MRN	Police	22839	1FALP52U5SG267124	\$ 13,095.00
615	15614	1995	FRD TAURUS MRN	Police	25799	1FALP52U9SG267076	\$ 13,095.00
616	14216	1994	CHEV CAPRCE	Police	47388	1G1BL52PXR187434	\$ 14,411.00
617	14202	1994	CHEV CAPRCE BLU	Police	33665	1G1BL52POR187555	\$ 14,411.00
618	14203	1994	CHEV CAPRCE BLU	Police	27216	1G1BL52P6RR186433	\$ 14,411.00
619	14210	1994	CHEV CAPRCE WHT	Police	27396	1G1BL52P2RR191168	\$ 14,411.00
620	14212	1994	CHEV CAPRCE WHT	Police	32529	1G1BL52P9RR185089	\$ 14,411.00

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621	14205	1994	CHEV CAPRICE	Police	35555	1G1BL52P8RR189733	\$ -
622	14206	1994	CHEV CAPRICE	Police	39529	1G1BL52P5RR190970	\$ 14,411.00
623	14207	1994	CHEV CAPRICE	Police	30308	1G1BL52P0RR191122	\$ 14,411.00
624	14208	1994	CHEV CAPRICE	Police	32315	1G1BL52P5RR185316	\$ 14,411.00
625	14209	1994	CHEV CAPRICE	Police	32720	1G1BL52PXRR190513	\$ 14,411.00
626	14211	1994	CHEV CAPRICE	Police	34279	1G1BL52P6RR189178	\$ 14,411.00
627	14213	1994	CHEV CAPRICE	Police	31861	1G1BL52P2RR187234	\$ 14,411.00
628	14214	1994	CHEV CAPRICE	Police	26712	1G1BL52P6RR190377	\$ 14,411.00
629	14215	1994	CHEV CAPRICE	Police	31107	1G1BL52P5RR186529	\$ 14,411.00
630	14217	1994	CHEV CAPRICE	Police	27455	1G1BL52PXRR189782	\$ 14,411.00
631	14218	1994	CHEV CAPRICE	Police	29561	1G1BL52P8RR187324	\$ 14,411.00
632	14219	1994	CHEV CAPRICE	Police	32299	1G1BL52P5RR190533	\$ 14,411.00
633	14220	1994	CHEV CAPRICE	Police	52772	1G1BL52P6RR184739	\$ 15,176.00
634	14221	1994	CHEV CAPRICE	Police	42651	1G1BL52P5RR188538	\$ 15,176.00
635	14222	1994	CHEV CAPRICE	Police	30599	1G1BL52P0RR187300	\$ -
636	14201	1994	CHEV CAPRICE BLU	Police	26551	1G1BL52P0RR187054	\$ 14,411.00
637	14204	1994	CHEV CAPRICE BLU	Police	21390	1G1BL52PXRR186347	\$ 14,411.00
638	14615	1994	FRD TAURUS WHT	Police	32132	1FALP52U8RG109354	\$ 11,000.00
639	14173	1994	GMC JIMMY	Police	38445	1GKDT13WXR2512076	\$ 17,000.00
640	14728	1994	MERC COUGAR XR7	Police	41637	1MELM6243RH673219	\$ -
641	23809	1993	CHEV ASTR WHT	Police	37009	1GCDM19Z3PB188475	\$ 12,789.00
642	13116	1993	CHEV CAPR WHT/FLT	Police	141463	1G1BL5376PW129690	\$ 12,352.00
643	13213	1993	CHEV CAPRCE BLU	Police	45423	1G1BL5377PW129455	\$ 12,449.00
644	13147	1993	CHEV CAPRCE FLT	Police	131099	1G1BL537XPW138103	\$ 12,352.00
645	13150	1993	CHEV CAPRCE FLT	Police	137378	1G1BL5374PW130469	\$ 12,352.00
646	13169	1993	CHEV CAPRCE FLT	Police	92063	1G1BL5374PW138002	\$ 12,352.00
647	13178	1993	CHEV CAPRCE FLT	Police	99898	1G1BL5376PW130404	\$ 12,352.00
648	13132	1993	CHEV CAPRCE WHT	Police	40457	1G1BL5372PW130528	\$ 12,352.00
649	13149	1993	CHEV CAPRCE WHT	Police	51562	1G1BL5370PW130530	\$ 12,352.00
650	13795	1993	CHEV CAPRCE WHT	Police	76735	1G1BL5374PW125928	\$ 9,500.00
651	13103	1993	CHEV CAPRICE	Police	51250	1G1BL5374PW137903	\$ 12,352.00
652	13148	1993	CHEV CAPRICE	Police	33036	1G1BL5373PW138105	\$ 12,352.00
653	13152	1993	CHEV CAPRICE	Police	51900	1G1BL5378PW130436	\$ 12,352.00
654	13179	1993	CHEV CAPRICE	Police	52223	1G1BL5379PW138514	\$ 12,352.00
655	13123	1993	CHEV CAPRICE FLT	Police	108961	1G1BL5378PW138391	\$ 12,352.00
656	13138	1993	CHEV CAPRICE FLT	Police	126405	1G1BL5377PW130072	\$ 12,352.00
657	13155	1993	CHEV CAPRICE FLT	Police	136410	1G1BL5379PW129604	\$ 12,352.00
658	13165	1993	CHEV CAPRICE FLT	Police	81940	1G1BL5378PW138388	\$ 12,352.00
659	13167	1993	CHEV CAPRICE FLT	Police	75646	1G1BL5371PW129886	\$ 12,352.00
660	13175	1993	CHEV CAPRICE FLT	Police	130164	1G1BL5378PW129948	\$ 12,352.00
661	13170	1993	CHEV CAPRCE WHT	Police	58073	1G1BL5378PW137774	\$ 12,352.00
662	13812	1993	FRD TEMPO GREY	Police	47464	2FAPP36U7PB195874	\$ 9,886.00
663	13813	1993	FRD TEMPO GREY	Police	44721	2FAPP36U5PB195873	\$ 9,886.00
664	13811	1993	FRD TEMPO GRY	Police	38976	1FAPP31UXPK209893	\$ 9,886.00
665	12119	1992	CHEV CAPRCE WHT/FLT	Police	101030	1G1BL5370NW143100	\$ 8,500.00
666	12120	1992	CHEV CAPRCE FLT	Police	85009	1G1BL5370NW131531	\$ -
667	12999	1992	CHEV CAPRICE HAU	Police	76686	1G1BL5376NW137527	\$ 8,645.00
668	12118	1992	CHEV CAPRICE/FLT	Police	97054	1G1BL5379NW149963	\$ 8,500.00
669	12791	1992	MERC MARQUIMROON	Police	78900	2MECM74W6NX621081	\$ 9,500.00
670	11163	1991	CHEV CAPRCE	Police	124595	1G1BL53E9MW240745	\$ 12,238.60
671	11193	1991	CHEV CAPRCE	Police	62150	1G1BL53E9MW240454	\$ 12,238.60
672	11195	1991	CHEV CAPRCE	Police	84116	1G1BL53EXMW240303	\$ 12,238.60

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
673	11196	1991	CHEV CAPRICE	Police	104090	1G1BL53E4MW240247	\$ 12,238.60
674	11199	1991	CHEV CAPRICE	Police	90177	1G1BL53E4MW240278	\$ 12,238.60
675	11177	1991	CHEV CAPRICE FLT	Police	148696	1G1BL53EXMW240366	\$ 12,238.60
676	11106	1991	CHEV CAPRICE	Police	85790	1G1BL53E3MW240644	\$ 12,238.60
677	11110	1991	CHEV CAPRICE	Police	95054	1G1BL53E5MW240631	\$ 12,238.60
678	11135	1991	CHEV CAPRICE	Police	65909	1G1BL53E3MW240515	\$ 12,238.60
679	11142	1991	CHEV CAPRICE	Police	82669	1G1BL53E8MW240736	\$ 12,238.60
680	11146	1991	CHEV CAPRICE	Police	162614	1G1BL53E1MW240674	\$ 12,238.60
681	11157	1991	CHEV CAPRICE	Police	175605	1G1BL53E4MW240751	\$ 12,238.60
682	11164	1991	CHEV CAPRICE	Police	79097	1G1BL53E1MW240660	\$ 12,238.60
683	11176	1991	CHEV CAPRICE	Police	117090	1G1BL53E3MW240692	\$ 12,238.60
684	11192	1991	CHEV CAPRICE	Police	100300	1G1BL53E0MW240133	\$ 12,238.60
685	11194	1991	CHEV CAPRICE	Police	136182	1G1BL53E3MW240031	\$ 12,238.60
686	11197	1991	CHEV CAPRICE	Police	78555	1G1BL53E3MW240398	\$ 12,238.60
687	11198	1991	CHEV CAPRICE	Police	110474	1G1BL53E1MW240366	\$ 12,238.60
688	11220	1991	CHEV CAPRICE	Police	98970	1G1BL53E5MW255405	\$ 12,095.52
689	11281	1991	CHEV CAPRICE	Police	90817	1G1BL53E3MW248680	\$ 12,166.72
690	11282	1991	CHEV CAPRICE	Police	54559	1G1BL53E1MW247463	\$ 12,166.72
691	11283	1991	CHEV CAPRICE	Police	51170	1G1BL53E6MW247457	\$ 12,166.72
692	11124	1991	CHEV CAPRICE FLT	Police	166319	1G1BL53E0MW240861	\$ 12,238.60
693	11134	1991	CHEV CAPRICE FLT	Police	94443	1G1BL53E6MW240413	\$ 12,238.60
694	11284	1991	CHEV CAPRICE RED	Police	79623	1G1BL53E4MW248672	\$ 12,166.72
695	11285	1991	CHEV CAPRICE RED	Police	71725	1G1BL53E0MW248099	\$ 12,166.72
696	11773	1991	CHEV CAVLR	Police	66816	1G1JC54G4M7218738	\$ 9,438.06
697	10139	1990	CHEV CAPRICE	Police	135988	1G1BL53E1LR146452	\$ 11,874.00
698	19109	1989	CHEV CAPRICE	Police	109449	1G1BL5171KR178841	\$ 12,181.91
699	19136	1989	CHEV CAPRICE	Police	115405	1G1BL5177KR179198	\$ 12,181.91
700	19140	1989	CHEV CAPRICE	Police	150226	1G1BL5171KR180718	\$ 12,181.91
701	19144	1989	CHEV CAPRICE	Police	89611	1G1BL5173KR179005	\$ 12,181.91
702	19172	1989	CHEV CAPRICE	Police	140349	1G1BL5174KR181216	\$ 12,181.91
703	19187	1989	CHEV CAPRICE	Police	96543	1G1BL5176KR181198	\$ 12,181.91
704	19107	1989	CHEVROLET CAPRICE	Police	113111	1G1BL5175KR178132	\$ 12,181.91
705	19128	1989	CHEVROLET CAPRICE	Police	126893	1G1BL5173KR178114	\$ 12,181.91
706	18185	1988	BUICK LESABRE	Police	73650	1G4HP54C1JH504894	\$ 12,965.00
707	18765	1988	BUICK REGAL BUK	Police	81352	2G4WB14WXJ1436719	\$ 6,302.00
708	15101	1985	CHEV CAVALIER	Police	87753	1G1JC69P2FJ235963	\$ 7,812.41
709	15188	1985	CHEV CAVALIER	Police	114795	1G1JC69P9FJ233451	\$ 7,812.41
710	14183	1984	CHEV IMPALA GRY	Police	121018	2G1AL69H5E9274095	\$ 10,257.37
711	76503	1996	AMROAD ALC25 VAC	Special	1954	1A9SC2330TM274009	\$ 23,500.00
712	76504	1996	AMROAD ALC25 VAC	Special	161	1A9SC2330TM274012	\$ 23,500.00
713	56606	1996	CASE 580L BACKHOE	Special	249	JJG0231677	\$ -
714	56605	1996	CASE 580L BACKHOE	Special	267	JJG0231683	\$ -
715	56274	1996	CASE 621B LOADER	Special	494	JEE0051583	\$ 72,030.00
716	46509	1996	E-ONE LADDER TRUCK	Special	0	4ENDABA8XS1005573	\$ 584,693.00
717	99989	1996	HARLEY DAVIDSON	Special	2263	1HD1FJL19TY614532	\$ -
718	99097	1996	HARLY DAVIDSN	Special	1604	1HD1FJL13T4614342	\$ -
719	99098	1996	HARLY DAVIDSN	Special	2989	1HD1FJL17TY616716	\$ -
720	99099	1996	HARLY DAVIDSN	Special	3718	1HD1FJL16TY616626	\$ -
721	99101	1996	HARLY DAVIDSN	Special	4085	1HD1DFL1XTY619421	\$ -
722	99102	1996	HARLY DAVIDSN	Special	3594	1HD1DFL10TY619556	\$ -
723	99103	1996	HARLY DAVIDSN	Special	1394	1HD1DFL15TY618807	\$ -
724	99100	1996	HARLY DAVIDSN WHT	Special	2359	1HD1DFL17TY619344	\$ -

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
725	76222	1996	NOMANCO TRAILER	Special	0	7812WT-06686	\$ 1,359.00
726	76556	1996	REDI HAUL R26212PFE	Special	0	47SF262TXT1011801	\$ -
727	66666	1996	VIBROMAX RAMMER	Special	0	JKC0117242	\$ 2,170.00
728	66667	1996	VIBROMAX RAMMER	Special	0	JKC0117202	\$ 2,170.00
729	75501	1995	AMROAD ALC25 LEAFVAC	Special	365	1A9SC2334SM274089	\$ 23,000.00
730	75502	1995	AMROAD ALC25 LEAFVAC	Special	0	1A9SC2336SM274099	\$ 23,000.00
731	75000	1995	BUTLER LT 1214 RED	Special	0	BUD14206S1003966	\$ -
732	55600	1995	CASE 360 YELL	Special	55	JAF0182689	\$ 26,996.00
733	55609	1995	CASE 580L (YELLOW) / WMS	Special	738	JJG0221239	\$ 44,484.00
734	55604	1995	CASE 580L YEL	Special	994	JJG0221251	\$ 44,484.00
735	55028	1995	DIG IT D158M WHT	Special	62	95017	\$ 18,113.00
736	55557	1995	FERGSN ROLLER 812B	Special	129		\$ 47,282.00
737	55603	1995	FRD 675D YEL	Special	698	A434562	\$ 53,136.38
738	95082	1995	HARLY DVIDSN WHT	Special	4168	1HD1DFL15SY606297	\$ 13,500.00
739	95088	1995	HARLY DVIDSN WHT	Special	5599	1HD1DFL18SY606276	\$ 13,500.00
740	75106	1995	REDI HAUL (BROWN) / WMS	Special	0	47SF252T7S1010713	\$ 7,838.00
741	55027	1995	TRAVL VAC WMS	Special	0	295	\$ 12,056.00
742	54033	1994	CASE 921 LOADER	Special	2764	JEE0041172	\$ 162,683.00
743	54273	1994	CASE LOADER 621B	Special	2314	JAB0082371	\$ 70,450.00
744	54115	1994	FORD 675D BACKHOE	Special	936	A423715	\$ 51,085.00
745	74613	1994	HUDSON HTD18C YELLOW	Special	0	10HHTD1C9R1000036	\$ -
746	84004	1994	JOHN DEERE 5300	Special	762	LV5300D331374	\$ 15,176.32
747	84005	1994	JOHN DEERE 5300	Special	682	LV5300D331375	\$ 15,176.32
748	54032	1994	SCAT AERATOR YEL	Special	265	4FX290	\$ -
749	73102	1993	AMZ MAGNUM YELLOW	Special	6768	3558DGA411AA12JGC	\$ 39,000.00
750	73103	1993	AMZ MAGNUM YELLOW	Special	0	3608DGA411AA111GH	\$ 39,000.00
751	53007	1993	BGBCAT 2410 WHT	Special	452	509213101	\$ -
752	73100	1993	BRINDLE GT3500 YELLOW	Special	0	1L90U1113PG085016	\$ 4,175.00
753	73101	1993	BRINDLE GT3500 YELLOW	Special	0	1L90U1118PG085017	\$ 4,175.00
754	53027	1993	CASE BACKHOE 580	Special	2436	JJG0175775	\$ 40,845.00
755	53000	1993	HYD PWR MACHINE	Special	0		\$ -
756	73333	1993	NOMANCO WU-58	Special	0	58WU1146	\$ -
757	53100	1993	SULLAIR 1850 GREEN	Special	15	004110269	\$ -
758	82004	1992	EX MARK V48-14K-5 MOWER	Special	1	60816	\$ -
759	82005	1992	EX MARK V48-14K-5 MOWER	Special	1	60823	\$ -
760	72717	1992	HUDSON TRAILER YEL	Special	0	10HHD1206N1000019	\$ 2,180.00
761	72718	1992	HUDSON TRAILER YEL	Special	0	10HHD1202N1000020	\$ 2,180.00
762	82002	1992	ORANGE ARROW BOARD	Special	1200	9912	\$ 3,900.00
763	82003	1992	ORANGE ARROW BOARD	Special	324	9916	\$ 3,900.00
764	71331	1991	2 WHEEL TRAILER	Special	0	PN8800	\$ -
765	71611	1991	BEMIS ARROWBOARD	Special	0	9107B201	\$ -
766	71201	1991	HUDSON HD12 TRAILER	Special	0	10HHD1202M1000016	\$ 2,266.00
767	71202	1991	HUDSON HD12 TRAILER	Special	0	10HHD1204M1000017	\$ 2,266.00
768	71203	1991	HUDSON HD12 TRAILER	Special	0	10HHD1206M1000018	\$ 2,266.00
769	71204	1991	HUDSON HD12 TRAILER	Special	0	10HHD1208M1000019	\$ 2,266.00
770	71205	1991	HUDSON HD12 TRAILER	Special	0	10HHD1204M1000020	\$ 2,266.00
771	71206	1991	HUDSON HD12 TRAILER	Special	0	10HHD1206M1000021	\$ 2,266.00
772	71119	1991	HWAY EQ LIME SPRDR	Special	0	E702011	\$ 12,419.00
773	31032	1991	IH TRUCK BUCKET	Special	3034	1HTSCNKLH387963	\$ 49,018.00
774	51314	1991	J-DEERE BACKHOE	Special	3265	T0310DA778492	\$ 32,594.00
775	70130	1990	BRINDLE TRAILER 2 WHEEL	Special	1	1L90U1128LG085007	\$ 3,750.00
776	70131	1990	BRINDLE TRAILER 2 WHEEL	Special	0	1L90U112XLG085008	\$ 3,750.00

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
777	70132	1990	BRINDLE TRAILER 2 WHEEL	Special	0	1L90U1121LG085009	\$ 3,750.00
778	70133	1990	BRINDLE TRAILER 2 WHEEL	Special	0	1L90U1128LG085010	\$ 3,750.00
779	70135	1990	BRINDLE TRAILER 2 WHEEL	Special	0	1L90U1126LG085006	\$ 3,750.00
780	71050	1990	CFAFCO MELTER/APPLICTR	Special	829	1C9ED1225M1418	\$ -
781	50226	1990	FERGUSON ROLLER 10-14 TON	Special	1283	831	\$ -
782	80021	1990	FMC VANGARD SWEEPER	Special	25666	1F9VM3H12LP041043	\$ 66,800.00
783	80022	1990	FMC VANGARD SWEEPER	Special	4213	1F9VM3H1XLP041050	\$ 66,800.00
784	80023	1990	FMC VANGARD SWEEPER	Special	28534	1F9VM3H11LP041048	\$ -
785	80024	1990	FMC VANGARD SWEEPER	Special	25933	1F9VM3H13LP041049	\$ 66,800.00
786	80025	1990	FMC VGARD SWPR	Special	19278	1F9VM3H18LP041046	\$ 66,800.00
787	50612	1990	FORD SKID LOADER	Special	1044	769819	\$ 23,598.00
788	60106	1990	GORMANRUPP 3' PUMP 13D-19	Special	0	939231	\$ 1,681.30
789	60107	1990	GORMANRUPP 3' PUMP 13D-19	Special	0	939229	\$ 1,681.30
790	60108	1990	H & HYD PUMP	Special	22	13430	\$ -
791	70000	1990	HOMEMADE PAINT TRAILER	Special	1	HOMEMADE	\$ -
792	70127	1990	HOMEMADE TRAILER	Special	0	4856294	\$ -
793	70226	1990	HUDSON TRAILER 15 TON	Special	1	10HHTD2B5L100015	\$ 9,841.00
794	30080	1990	IH SEWER TRUCK	Special	102332	1HTSDZ4N5MH303521	\$ 74,500.00
795	70610	1990	INTERSTATE TRAILER	Special	0	1JKDTP292LA601828	\$ 7,798.00
796	70101	1990	INTERSTATE TRAILER FLATBED	Special	0	1JKDTP295LA602195	\$ 7,798.00
797	70102	1990	INTERSTATE TRAILER FLATBED	Special	0	1JKDTP292LA602199	\$ 7,798.00
798	70105	1990	INTERSTATE TRAILER FLATBED	Special	0	1JKDTP290LA602198	\$ 7,798.00
799	70324	1990	INTERSTATE TRAILER FLATBED	Special	0	1JKDTP297LA602196	\$ 7,798.00
800	70104	1990	ISTATE TRLR FLTBD	Special	0	1JKDTP299LA602197	\$ 7,798.00
801	40111	1990	P-BILT VACUOR 320	Special	74665	1XPZL70X4MD705384	\$ 154,489.00
802	70020	1990	REDI HAUL TRAILER	Special	0	475F212T7L1006073	\$ 3,889.00
803	70332	1990	WHEEL TRAILER/HAU (4)	Special	0	64410300	\$ -
804	29066	1989	GMC TV VAN	Special	40231	1GDKP32K5K3504223	\$ 164,500.00
805	99090	1989	HARLY DAVIDSN	Special	51074	1HD1DFL15K5604191	\$ 8,094.00
806	99091	1989	HARLY DAVIDSN	Special	25678	1HD1DFL12KY504505	\$ 8,094.00
807	79699	1989	INTERSTATE TRAILER	Special	0	1JKLBZ385KA601076	\$ 15,150.00
808	79300	1989	MILLER TRAILER/WELDER	Special	0	178FD1020KA002828	\$ -
809	70120	1989	MOBART CHIPPER	Special	659		\$ -
810	79530	1989	S&S MFG TRAILER	Special	0	PH124F308K1510006	\$ 14,073.90
811	60087	1989	SRECO MACHINE POWER	Special	0	LB-9-881729	\$ 9,997.50
812	60088	1989	SRECO MACHINE POWER	Special	0	LB-9-881728	\$ 9,997.50
813	58100	1988	INGERSOLL RAND 125	Special	241	167773-188-168	\$ -
814	57313	1987	CASE BACKHOE 580K	Special	6078	12201865	\$ 29,895.00
815	57322	1987	CASE BACKHOE 580K	Special	5366	17420843	\$ 29,895.00
816	57284	1987	DRESSOR GRADER A45E	Special	2282	BZ1DC11825	\$ 9,000.00
817	27307	1987	FRD RODDER TRK	Special	104366	1FDKF3711HNB19547	\$ 11,822.00
818	37165	1987	IH SEWER FL SHR	Special	114031	1HTLVUXN3HHA478634	\$ 57,154.00
819	47183	1987	IH TRUCK VAC ALL	Special	82125	1HTLKTVR7HHA21561	\$ 90,539.25
820	47184	1987	IH VAC ALL	Special	81274	1HTLKTVR8HH478893	\$ 90,539.25
821	57549	1987	VEC LOADER 544 MAGNUM	Special	3927	7062003	\$ 27,000.00
822	66103	1986	CH&E 6'PUMP 2976W	Special	0	T04239D145266	\$ -
823	66104	1986	CH&E 6'PUMP 2976W	Special	0	T04239D140670	\$ -
824	66101	1986	CH&E PUMP 6' 2976W	Special	1002	T04239D140668	\$ -
825	66102	1986	CH/E PUMP 6' 2976W	Special	997	T04239D145267	\$ -
826	76000	1986	HOME MADE BOMB TRAILER	Special	0		\$ -
827	76836	1986	HOMEMADE TRAILER	Special	1		\$ 500.00
828	66105	1986	SRECO RODDER HAND RAM	Special	0	PDL1994	\$ -

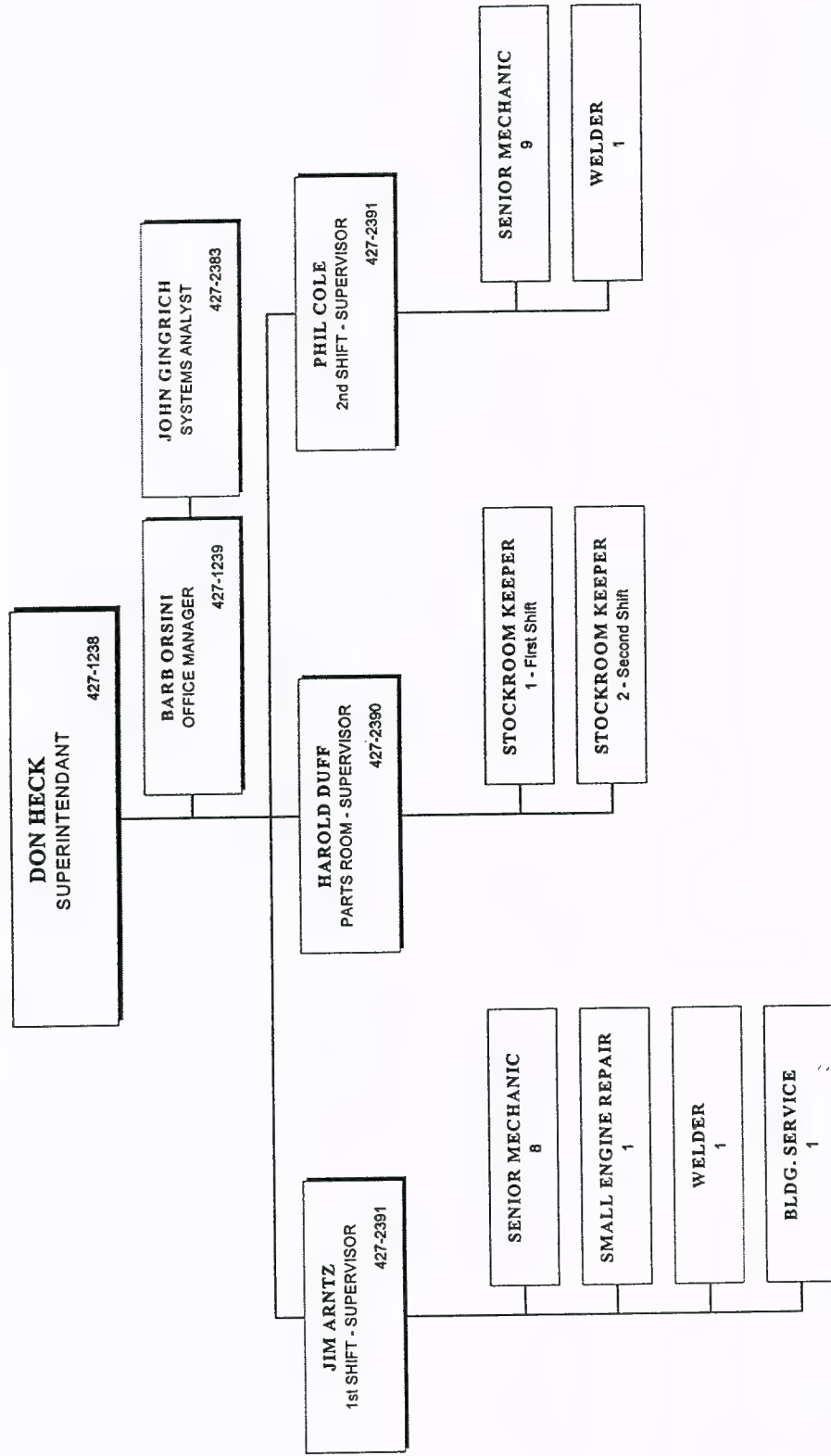
Index	City ID	Year	Description	Class	Meter	VIN	Cost New
829	55281	1985	BLAW-KNOX PAVER	Special	1276	1150418	\$ 93,279.14
830	55114	1985	CASE BACKHOE	Special	2989	12119063	\$ 44,352.00
831	55611	1985	CASE BACKHOE	Special	4762	12115798	\$ 44,352.00
832	55610	1985	CASE BACKHOE 680	Special	5243	12119042	\$ 30,240.00
833	55271	1985	CASE BACKHOE 680H	Special	3282	12119041	\$ 44,352.00
834	55270	1985	CASE LOADER W20	Special	5035	9158838	\$ 38,304.00
835	65104	1985	CH&E 6" PUMP 2976W	Special	1	T04219D113921	\$ -
836	65102	1985	CH&E 6 INCH PUMP	Special	1	T04219D111672	\$ -
837	65103	1985	CH&E 6" PUMP 2976W	Special	1	T04219D111671	\$ -
838	55102	1985	INGERSOLL AIR COMP	Special	555	146844U85953	\$ 7,472.50
839	55103	1985	INGERSOLL AIR COMP	Special	0	146846U85953	\$ 9,300.00
840	55101	1985	INGERSOLL AIR COMP	Special	1	146845U85953	\$ 9,300.00
841	85272	1985	JOHN DEERE TRACT	Special	3683	217101V0002756	\$ 10,680.00
842	85278	1985	JOHN DEERE 2150	Special	2037	217100V0002758	\$ 10,680.00
843	55282	1985	MAULDIN ROLLER	Special	0	2 43001E+12	\$ 5,827.00
844	64151	1984	BEST CEMENT MIXER	Special	0	4641120	\$ -
845	64150	1984	BEST CEMENT MIXER	Special	0	4641118	\$ -
846	64071	1984	WESTERN MORTAR MIXER	Special	0	23362	\$ -
847	53269	1983	FORD LOADER A64	Special	3969	GZ411VRSO3540	\$ 85,000.00
848	53290	1983	FRD BACKHOE 555	Special	5208	DF511FC700720	\$ 20,000.00
849	53291	1983	FRD BACKHOE 555	Special	4414	DF511FC704425	\$ 20,000.00
850	53247	1983	FRD LOADER A64	Special	4122	GZ411VRSO3542	\$ 60,000.00
851	93082	1983	HONDA M-CYCLE	Special	0	1HFSC0214DA307148	\$ 4,493.00
852	53607	1983	INGERSOLL COMP AIR	Special	1	9042187	\$ 1,400.00
853	53604	1983	INGERSOLL COMP AIR	Special	0	131720	\$ 1,400.00
854	53605	1983	INGERSOLL COMP AIR	Special	1	131720U83953	\$ -
855	53608	1983	INGERSOLL COMP AIR	Special	737	9042157	\$ 1,400.00
856	53001	1983	WHITE CLARK BOBCAT	Special	444	5018-M-15165	\$ 10,000.00
857	52005	1982	AIR LOC 253-006	Special	0	820623-A	\$ -
858	82813	1982	BUCKEYE CHIP BOX	Special	1		\$ -
859	52745	1982	JOHN DEERE BACKHOE	Special	259	378579	\$ -
860	51822	1981	ALLATT PAVER C300	Special	0	92B380	\$ 31,597.50
861	84501	1981	ARROW BOARD	Special	0	3059	\$ -
862	84502	1981	ARROW BOARD	Special	0	3020	\$ -
863	81615	1981	FRD TRACTR/MOWR	Special	1826	C667266	\$ 11,158.44
864	71606	1981	HUDSON TRAILER	Special	0	10HHTR182C1000025	\$ 4,833.00
865	81217	1981	JOHN DEERE 401B	Special	1289	388045T	\$ -
866	71823	1981	MILLER TRAILER UT20	Special	1	IMZ23227	\$ 2,500.00
867	70338	1981	TRAILER TANDAM AXLE	Special	0		\$ -
868	50617	1980	CASE BACKHOE	Special	1	8989255	\$ -
869	50602	1980	CASE BCKHOE 580C	Special	0	8991751	\$ 24,402.00
870	70716	1980	DAKOTA TRAILER	Special	0	57261279	\$ 5,022.00
871	70137	1980	FLAT BED TRAILER	Special	0	777801	\$ 18,000.00
872	50242	1980	FORD LOADER A62	Special	1143	FZ411YC631907	\$ 60,000.00
873	80329	1980	FORD TRACTOR	Special	0	C265688	\$ -
874	70611	1980	REIDS UTILITY TRAILER	Special	0	702477	\$ 1,350.00
875	78555	1978	HUDSON TRAILER	Special	1		\$ 500.00
876	88014	1978	WHITING TRACKMOBILE	Special	1	51944	\$ 48,271.00
877	87010	1977	FORD TRACTOR	Special	4452	BA213C5155216F23B\002	\$ 5,000.00
878	87040	1977	FORD TRACTOR	Special	2224	C551000	\$ 8,546.84
879	87041	1977	FORD TRACTOR	Special	0	C511000	\$ 8,546.84
880	57283	1977	GALION GRADER 503L	Special	1537	GM06582	\$ -

Index	City ID	Year	Description	Class	Meter	VIN	Cost New
881	37077	1977	GMC VAN TV	Special	120970	TPL3573605594	\$ -
882	57004	1977	GRANDT\SCG COMP AIR R105	Special	0	1.05E+27	\$ 5,200.00
883	57020	1977	RAYGO ROMPER 236	Special	186	06C1751G	\$ 9,000.00
884	26201	1976	27FT CONCORD RV	Special	48117	146813D3291	\$ -
885	86003	1976	FRD TRACTR	Special	3325	BA213C5099106J01B\000	\$ 4,866.10
886	75025	1975	DORSEY TRAILER	Special	0	10849	\$ 9,278.00
887	55035	1975	FRD TRACTR/LOADER	Special	492	C471829	\$ 21,525.00
888	45021	1975	IH SEMI TRACTOR	Special	2773	D3117EGB23312	\$ 39,104.00
889	85037	1975	LINDIG GRINDER L125	Special	23	18028	\$ 33,363.06
890	75039	1975	MILLER TRAILER	Special	0	19203	\$ -
891	85038	1975	MUD-CAT DREDGER	Special	690		\$ -
892	55014	1975	ROSCO ROLLER VH40	Special	14	5480165	\$ 9,580.00
893	74042	1974	DAVIS TRAILER	Special	0	5410587	\$ 3,000.00
894	53035	1974	DITCHWITCH EARTH SAW	Special	0	R65-2-649724	\$ 25,500.00
895	54034	1974	IH LOADER	Special	408	52632	\$ 93,450.00
896	73036	1973	DITCHWITCH TRAILER	Special	0	6336	\$ 3,000.00
897	62089	1972	WESTERN MOTAR MIXER	Special	0	20250	\$ 650.00
898	61005	1971	DUETZ 6INCH PUMP	Special	1	F3-6L912/W	\$ -
899	50521	1970	BAKER FORKLIFT	Special	1459	63525	\$ -
900	89042	1970	DYNAMIC SWINGER 100	Special	0	100R45	\$ 500.00
901	60084	1970	FLEXIBLE MACHINE POWER	Special	0	1705708	\$ 1,432.50
902	60085	1970	FLEXIBLE MACHINE POWER	Special	0		\$ 1,492.50
903	60042	1970	INT CUB MOWER	Special	0	2353944	\$ 2,388.90
904	59595	1969	OWATONNA LOADER	Special	4217	8123	\$ 10,000.00
905	89503	1969	PORTBL ARC WELDR	Special	0		\$ -
906	57522	1967	CLARK FORKLIFT	Special	713	1268911067	\$ 810.00
907	55520	1965	DROTT CRANE	Special	4396	354	\$ -
908	84561	1964	WHITING TRKMOBLE	Special	0	3402	\$ -
909	73524	1963	FRUEHAUF TRAILER	Special	0	FWD742602	\$ 4,878.20
910	52526	1962	IH TRUCK LIFT	Special	4177	1600SB247072F	\$ 7,109.26
911	50534	1960	GALION TANDEM ROLLER	Special	236		\$ 5,000.00
912	70530	1960	MILLER TRAILER	Special	1	Z7622700000705Z	\$ 1,000.00
913	59538	1959	CLARK FORKLIFT	Special	6171	CY40B24134729	\$ 10,000.00
914	74592	1954	HOMEMADE TRAILER	Special	0		\$ 100.00
915	52523	1952	BUDA FORK LIFT	Special	0	335522	\$ 1,000.00
916	70002	1950	HOMEMADE REEL CART RED	Special	0	5001	\$ 1,000.00
917	57521	0	CLARK FINGER LIFT	Special	0	NST20SG82-886-664	\$ 6,000.00
918	52006	0	CORING MACHINE	Special	54711		\$ -
919	52575	0	EAGER BEAVER ROLLER	Special	0	VR2H7210	\$ -
920	73526	0	FRUEHAUF TRAILER	Special	0	0MD248502	\$ -
921	71018	0	HOME MADE TRAILER	Special	0	NONE	\$ -
922	70001	0	HOMEMADE WIRE REEL TRAILER	Special	0		\$ -

\$ 14,887,669

B. CURRENT FLEET MAINTENANCE ORGANIZATION

FLEET MAINTENANCE COMPLEX



Organizational Chart 1996/97

C. FACILITIES AND INSTALLED EQUIPMENT

MAINTENANCE FACILITY

The City of Fort Wayne Maintenance Garage is an approximately 25,000 square foot concrete and steel structure constructed in 1955, with an addition added in 1970. Included in this facility is approximately 500 square feet of office space, and a 2,000 square foot locked parts stockroom with an integral service counter. Additionally, there is an employee break room, 2 washrooms (one with shower), and a uniform locker area. There are a total of 19 heavy and light duty work bays, 6 of which are equipped with hydraulic lifts. Three waste oil furnaces are installed that burn uncontaminated waste oil from various City departments.

INSTALLED EQUIPMENT

Vehicle Lifts (6) - 5 are suitable for light duty (1 ton and smaller) vehicles, and 1 for heavy duty vehicles.

Fork Lifts (2)

Computer systems - Five 486 workstations running a networked DPSI FleetMaint software package. One 25 user Novell 4.11 LAN with file server located in a remote City building. The file server is part of a city-wide WAN. Two networked HP Laserjet printers - one HP 4+ and one HP 5.

Brake Lathes (2) - Suitable for use on 1 ton and smaller vehicles.

Welding Equipment - MIG welder, plasma cutter, acetylene torches, machine lathe, arc welder, and other equipment for fabricating and repairing steel and aluminum parts.

Tire Equipment - Suitable for tire changing and balancing for light duty vehicles only.

'2 Vat 40' - For electrical systems and batteries

A/C Equipment - for extracting and filling vehicle air conditioning systems.

Electronic Diagnostic Equipment - 1 each Allen and All-Data machines, Pro-Link smart scope.

Air compressors (2)

Miscellaneous - Jacks, wrenches, etc.

SERVICE TRUCKS

- 2 with jump start units
- 1 with fueling equipment
- 1 with welding equipment for field repairs
- 1 for running parts

FUELING FACILITY

The fuel facility is located adjacent to the maintenance building, and is covered by a lighted canopy with sufficient clearance for all fleet vehicles. Two 15,000 gallon fiberglass underground storage tanks installed in 1996, one each gasoline and diesel fuel. Four pumps installed for each product type on individual islands. Fueling is controlled by magnetic stripe authorization cards issued to each operator and vehicle, and tracked by a Gasboy CFN II site controller. Gasboy PC Fuel/Fleet software on a 386 computer processes daily transactions for upload into the FleetMaint software.

VEHICLE WASH FACILITY

Located in a multipurpose building across from the maintenance facility. It is a self service facility open 7 days per week, 24 hours per day.

D. COST PROPOSAL FORMS

TARGET SERVICE DETAILED PRICE PROPOSAL¹

	Year One	Year Two ²	Year Three ²
1. Wages and Salaries			
• Management/Administrative Personnel	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
• Mechanics	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
• Parts Personnel	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
• Other Personnel	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
 Wages & Salaries Sub-total	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
2. Fringe Benefits ³	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
3. Parts & Supplies			
Parts and Accountable Supplies	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Indirect Shop Supplies	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
 Parts & Supplies Subtotal	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
4. Subcontractor Services	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
5. Overhead	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
6. Corporate Administration and Fees	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
 TOTAL COST	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>

Notes:

1. Provide detail for each cost element on a separate page, as required.
2. Explain changes from year-to-year on a separate page, as required.
3. Provide a description of your benefits program, including content, eligibility, and co-pay requirements.

E. NON-DISCRIMINATION AGREEMENT

INSTRUCTIONS TO BIDDERS
EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION PROGRAM

IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY:

The Equal Employment Opportunity Policy is implemented through an Affirmative Action Program. The program should be designed to hire qualified minority person in all of the various job categories when needed and the firm should establish specific goals to increase the number of minorities in the various job categories through hiring or promotion.

The City of Fort Wayne has approved some goals and timetables to serve as guidelines for firms with whom it does business. All firms doing business with the City should employ a representative number of minorities in all job classifications within a four year period, using the percentage of the non-white population as a goal. These firms should also establish specific goals and timetables for achieving their goals. Such goals and timetables shall be a part of a firm's Affirmative Action Program and shall be maintained on a year-by-year basis. If a firm cannot meet the established goals and timetables, it will be evaluated on its "good faith" effort; that is, whether the Affirmative Action Program is being followed in fact and whether every attempt is being made to attain the goals according to the timetables.

Another factor supporting the "good faith" effort is whether the firm has conducted an analysis of all major categories at the facility to determine if minorities are currently being underutilized in any one or more job categories. ("Underutilization" means having fewer minorities in a particular job category than would reasonably be expected by their availability). Consideration of "good faith" effort shall also be given the following factors:

1. The minority population of the labor area; A copy of the Standard Metropolitan Statistical Area for the City of Fort Wayne is provided by the Indiana State Employment Service. If you live outside the state, your local State Employment Service will provide manpower information for your area.
2. The size of the minority unemployment force in the labor area. (See Manpower Statistics for your area).
3. The percentage of the minority work force as compared with the total work force in the immediate labor area. (See Manpower statistics for your area).
4. The general availability of minorities having requisite skills in the immediate labor area. (See Manpower statistics for your area).

5. The availability of minorities having requisite skills in an area in which the facility can reasonably recruit. (See Manpower statistics for your area).
6. The availability of promotable minority employee within the facilities organization. (See workforce analysis page 2, item IV).
7. The anticipated expansion, contraction and turnover of and in the work force. (You must project future vacancies caused by new positions or promotions).
8. The existence of training institutions capable of training minorities in the requisite skills. (Contact training institutions in your area).
9. The degree of training which the firm is reasonably able to undertake as a means of making all job classifications available to minorities. (You must do an in-house survey).
10. The use of recruitment sources where minorities can be secured.
11. You must complete all section of the Affirmative Action Documents.
12. Compliance Review - The purpose of a compliance review is to determine if the contractor maintains nondiscriminatory hiring and employment practices and is taking affirmative action to insure that applicants are employed and that employees are placed, trained, upgraded, promoted, terminated, otherwise treated during employment without regards to race, color, religion, sex, or national origin. It shall consist of a comprehensive analysis and evaluation of each aforementioned practices and policies and conditions resulting therefrom.

Every effort should be directed to increase materially the number of minorities at all levels in all segments of the work force of the company with particular emphasis on segments of the work force where few, if any, minority persons are employed. Special attention should be given to the categories of officials and managers, professionals, technicians, sales workers, office and clerical and skilled craftsmen.

PROGRAM SUMMARY - THE AFFIRMATIVE ACTION PROGRAM SHALL BE SUMMARIZED AND UPDATED ANNUALLY. CONTRACTORS AND SUBCONTRACTORS SHALL SUBMIT THE PROGRAM SUMMARY TO THE EEO/AFFIRMATIVE ACTION OFFICER EACH YEAR ON THE EXPIRATION DATE OF THE AFFIRMATIVE ACTION PROGRAM.

**CITY OF FORT WAYNE
AFFIRMATIVE ACTION PROGRAM**

NAME OF COMPANY _____

ADDRESS _____ CITY _____

ZIP _____ PHONE _____

Identify by title and name the highest official within the facility who has the overall responsibility for the implementation of the Equal Employment Opportunity and Affirmative Action Program.

Name (Please Print)

Title

Date

Signature

1. Does your firm have a written Affirmative Action Program?

_____ Yes _____ No

A. If so, and it contains answers to the questions asked in this program, attach a copy and sign the Written Statement of Company Policy.

B. If not, do you accept the following program in meeting the requirements of the City of Fort Wayne?

_____ Yes _____ No

PLEASE KEEP IN MIND THAT FAILURE TO COMPLETE ALL SECTIONS OF THIS DOCUMENT WILL RESULT IN YOUR PROGRAM BEING REJECTED

2. Will your firm make every effort to increase employment of minorities at all levels of its workforce, with particular emphasis to categories where few, if any, minority people are employed? _____ Yes

_____ No

3. Current number of employees _____

Number of employees in January, 1993 _____

4. If total minority employment is less than 20% give reasons why. (Do not include Females when you figure minority employment percentages).

5. List minority recruitment sources below:

Agency

Contact Person

Date

6. Does your company anticipate an increase in employment this year?

_____ Yes _____ No

Approximately how many? _____

7. What specific goals can you achieve for the employment of minorities in the following labor classifications during 1994?

A. Officials and Managers	_____	%
B. Professionals	_____	%
C. Technicians	_____	%
D. Sales Workers	_____	%
E. Office and Clerical	_____	%
F. Skilled Craftsmen	_____	%
G. Other	_____	%

8. **WRITTEN STATEMENT OF COMPANY POLICY**

IT IS THE POLICY OF _____ that Equal Employment Opportunity be afforded to all qualified persons without regard to race, sex, religion, color or national origin. In support of this policy _____ will not discriminate against any employee or applicant for employment because of race, religion, sex or national origin.

The _____ will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to their race, religion, color, sex or national origin. Such action will include but not be limited to: recruitment, advertising or solicitation for employment hiring, placement, upgrading transfer or demotion, selection for training including apprenticeship rates of pay or other forms of compensation, layoffs or termination.

Name of Company or Firm

Date

Signature of Highest Company Official

Name and Title of Signer (Please type or print)

(Information Given By)

Address and Telephone Number

(Person Filling Out This Form and Date)

[illegible]

CERTIFICATION OF NON-SEGREGATED FACILITIES

Each Bidder is required to file a fully executed Certificate of Non-Segregated Facilities once a year.

CERTIFICATION OF NON-SEGREGATED FACILITIES

The Bidder certifies further that he will not maintain or provide for his employees any segregated facilities at any of his establishments and that he will not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder agrees that a breach of this certification will be a violation of the Equal Opportunity clause in any contract resulting from acceptance of this bid. As used in this certification, the term "segregated facilities" means any waiting room, work area, restrooms and washrooms, restaurant or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise. The Bidder agrees that (except where the Bidder has obtained identical certification from proposed subcontractors for specific time periods) he will obtain identical certification from proposed subcontractors prior to the award of subcontracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity clause and that he will retain such certification in his files.

NOTE: THE PENALTY FOR MAKING FALSE STATEMENTS IN OFFERS IS
PRESCRIBED IN 18 U.S.C. §1001.

Date: _____, 19____

Name of Bidder

By: _____

Title: _____
Official Address:
(including zip code)

FEBRUARY 12, 1997

ADDENDUM #1

**REQUEST FOR PROPOSALS FOR FLEET
MAINTENANCE, REPAIR, AND FUEL SERVICES FOR
THE CITY OF FORT WAYNE, INDIANA**

ATTACHED FIND THE NEW EXHIBIT E - INSTRUCTIONS TO BIDDERS
EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION
PROGRAM.

REPLACE THIS FORM IN YOUR REQUEST FOR PROPOSALS.

PLEASE SIGN THE ATTACHED RECEIPT AND RETURN IT TO THE
DIVISION OF PUBLIC WORKS, CITY-COUNTY BUILDING, ONE MAIN
STREET, ROOM 920, FORT WAYNE, IN 46802 OR FAX IT TO (219)
427-1404.

THANK YOU.

A handwritten signature in black ink, appearing to read "Linda Buskirk", written in a cursive style.

LINDA BUSKIRK, DIRECTOR
DIVISION OF PUBLIC WORKS

ADDENDUM #1

**REQUEST FOR PROPOSALS FOR FLEET
MAINTENANCE, REPAIR, AND FUEL SERVICES FOR
THE CITY OF FORT WAYNE, INDIANA**

DATE RECEIVED: _____

NAME OF COMPANY: _____

WE HAVE RECEIVED ADDENDUM #1
REQUEST FOR PROPOSALS FOR FLEET MAINTENANCE, REPAIR,
AND FUEL SERVICES FOR THE CITY OF FORT WAYNE

SIGNATURE & TITLE

Read the first time in full and on motion by Crawford,
and duly adopted, read the second time by title and referred to the Committee on
Finance, (and the City Plan Commission for recommendation)
and Public Hearing to be held after due legal notice, at the Common Council Conference
Room 128, City-County Building, Fort Wayne, Indiana, on _____,
the _____ day of _____, 19____, at
o'clock _____ M., E.S.T.

DATED: 6-10-97

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Read the third time in full and on motion by Crawford,
and duly adopted, placed on its passage. PASSED
by the following vote:

	AYES	NAYS	ABSTAINED	ABSENT
TOTAL VOTES	<u>5</u>	<u>4</u>		
BENDER	<u>✓</u>			
CRAWFORD	<u>✓</u>			
EDMONDS		<u>✓</u>		
HALL	<u>✓</u>			
HAYHURST		<u>✓</u>		
HENRY		<u>✓</u>		
LUNSEY		<u>✓</u>		
RAVINE	<u>✓</u>			
SCHMIDT	<u>✓</u>			

DATED: 6-24-97

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana,
as (ANNEXATION) _____ (APPROPRIATION) _____ (GENERAL) _____ (SPECIAL) _____

(ZONING) _____ ORDINANCE _____ RESOLUTION-NO. S-58-97
on the 24th day of June, 19 97

ATTEST: Sandra E. Kennedy SEAL Thomas C. Henry
SANDRA E. KENNEDY, CITY CLERK PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the
25th day of June, 19 97,
at the hour of 11:30, o'clock AM, M., E.S.T.

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Approved and signed by me this 3rd day
of July, 19 97, at the hour of 11:00
o'clock A M., E.S.T.

Paul Helmke
PAUL HELMKE, MAYOR

BILL NO. S-97-06-01

REPORT OF THE COMMITTEE ON FINANCE

JOHN N. CRAWFORD - DONALD J. SCHMIDT - CO-CHAIR
ALL COUNCIL MEMBERS

WE, YOUR COMMITTEE ON FINANCE TO WHOM
WAS REFERRED AN (ORDINANCE) ~~(RESOLUTION)~~ approving City Vehicle
Fleet Maintenance and Repair Contract between TECOM INCORPORATED
and the City of Fort Wayne, Indiana, in connection with the Board
of Public Works

HAVE HAD SAID (ORDINANCE) ~~(RESOLUTION)~~ UNDER CONSIDERATION
AND BEG LEAVE TO REPORT BACK TO THE COMMON COUNCIL THAT SAID
(ORDINANCE) ~~(RESOLUTION)~~

DO PASS

DO NOT PASS

ABSTAIN

NO REC

Rebecca Cavine
John Camp
Richard Hall
James E. King
Stephen J. King
Robert A. Bunk
OB
Thomas E. Hayhurst

DATED: 6-24-97

Sandra E. Kennedy
City Clerk